



CHAMPAIGN COUNTY SHERIFF'S OPERATIONS MASTER PLANNING

January 29, 2015

DOWNTOWN JAIL

204 E Main Street
Urbana, IL 61801

SATELLITE JAIL

502 S Lierman Avenue
Urbana, IL 61802

GRA Project #201423

PROFESSIONAL SERVICES TEAM

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PREFACE

This project was initiated by Champaign County's April 17, 2014 Request for Qualifications for "Sheriff's Operations Master Planning". The county was seeking assistance in

"determining the needs, exploring the options, and the approximate costs associated with the facilities housing the Sheriff's law enforcement and jail operations and support programs provided to inmates including, but not necessarily limited to, the facilities needs for prisoners; personnel; training space; records and other storage; secure evidence storage; and parking needs for the public, employees, and Sheriff's vehicles."

The county's stated goal for the project was to

"develop a facility Master Plan that will accommodate current and future operations, jail, and program needs and that will provide the estimated costs associated with the actions recommended by the master plan."

The county's required Scope of Services were stated to be as follows:

1. Determining number of beds and optimal configuration (considering classification issues, existing structure and personnel needs) for normal housing units.
2. Determining number of beds, specific cell design and optimal configuration of housing for those with significant medical and/or mental health issues and adjacency issues with professional services needed or offered to those individuals. (Negative pressure and contagion issues need to be included in the medical needs.)
3. Determining space needs and configuration for office type functions of the Sheriff law enforcement and jail operations including personnel, training space, records and other storage, secure evidence storage, and parking needs for the public, employees and Sheriff's vehicles.
4. Determining space needs and configuration for programs offered to inmates, including office space for both professionals employed by or contracted with the Sheriff and those outside agencies that engage with the Sheriff to provide services to the inmates. (This should also include an analysis of the kitchen and laundry needs.)
5. Determining optimal design of book-in/ intake area.
6. Providing future projections as to various populations and needs, if requested.
7. Provide very rough sketches and possible costs and engage in discussions as to options with the Sheriff and County to refine ideas and options so that the Sheriff and County can make informed decisions to give guidance as to what options should be included in #8 and #9 below.
8. Providing diagrams and schematic drawings (conceptual plans) and discussion as to possible design options of the facility, including recommendations and specific design options for the special needs housing. (All discussions should also include issues of necessary redundancies, serviceability, flexibility of the design to adapt to changing



facility needs over time, and disaster/emergency operation & evacuation. Appropriate fencing-secure areas for evacuation should be included.)

9. Provide building cost estimates for the various design options.
10. Provide estimates as to operational costs, including personnel needs, as to the various design options.

THE NUMBER OF JAIL BEDS MASTER PLANNED

With respect to establishing the number of beds needed the county confirmed with the consultants that neither a long-term projection of future bed counts nor an assessment of criminal justice system impacts on bed needs were to be part of the study. That work was accomplished by a 2013 study by the **Institute for Law & Policy Planning (ILPP)**. Projections for this effort had more to do with understanding how the bed capacity should be subdivided among the different types, or classifications, of inmates housed within Champaign County jail facilities. The key operative assumption was that master plan solutions would result in approximately the same number of beds (313) as there are today.

TWO PART STUDY

The parties agreed that the six task groups proposed by the consultants to complete the mission were to be done in **two parts**. The **first part** was to analyze existing data and, in particular, to assess the existing facilities in terms of their conditions, operations and staff-efficiency. The objective was to render, if possible, an **early decision** about the fate of the Downtown Jail. If the consultant team and county representatives agreed that the conditions of the Downtown Jail were sufficiently bad that they recommended against its further use under any conditions, the **second part** of the project would then focus only on master plan options at the Satellite Jail site and no longer consider options involving the Downtown Jail. This is, in fact, partly what happened such that Part 2 of this report only addresses how the Satellite jail can best be developed as a single consolidated jail facility. The Downtown Facility, however, was still examined in Part 2 for the viability of expanding law enforcement operations into jail space that would be vacated as a result of the county's decision.

Consistent with this basic breakdown in project execution this report is organized into two distinctly different parts. The first part focuses on inmate data, facility and operational evaluations and the key decision about the options to be considered in Part 2. The second part, then, deals with proposed options, their characteristics, their virtues, and their costs.

Insofar as facility options are concerned, it should be noted that initial negotiations established that neither the County Nursing Home nor the Juvenile Detention Center were to be part of any adult corrections master plan. These two possibilities were briefly raised in the ILPP study.

THE GENESIS OF THIS WORK EFFORT

Two previous consultants, the National Institute of Corrections (NIC) in 2011 and ILPP in September 2013, recommended this Sheriff's Operations Master Planning effort as the next step in the process of solving facility problems. Both reports were part of the reference materials given to the consultants at the beginning of the project. The consultants were to utilize appropriate information from both studies to the extent possible and to build off of the conclusions of those studies.



For reference's sake, the two previous studies are identified more precisely below.

- NIC Technical Assistance No. 11J1054, National Institute of Corrections, May 2011
- Champaign County Criminal Justice System Assessment: Final Report, Institute for Law & Policy Planning, September 2013

Additionally, the consultants were aware of, and reviewed, the June 21, 2013 Recommendations of the county's Criminal Justice Task Force (CJTF) to the limited extent it dealt with facility questions.

INFLUENCE OF THE SHERIFF'S OFFICE MISSION AND PHILOSOPHY

A mission describes the purpose of an organization -- why it exists, who it serves, and how services will be provided. A philosophy generally reflects the values and beliefs of the organization. They not only provide a basis for establishing goals, but also set ethical boundaries for how those goals are to be achieved in carrying out the mission.

Jail Mission Statement

A jail's mission influences the amount, type and nature of program's and services that are provided beyond minimal confinement. As a result, it also influences the types and amounts of spaces needed.

A jail's mission and philosophy also influences staffing. For example, a jail that leans toward rehabilitation or reintegration may provide additional staff for education, treatment, and work programs. They may also allow additional opportunities for visitation, telephone, or other services to help reduce idleness and stress.

All of the planning done for this project has been done in full awareness of, and consistent with, the Sheriff's Office's stated mission for the jails. The Champaign County Division of Corrections (Jail) "Mission Statement" follows below:

"To provide a county jail that is safe for staff and inmates that meets or exceeds all constitutional requirements and Illinois Jail Standards, while also providing opportunities for inmate education and self-improvement to reduce recidivism."

Law Enforcement Mission Statement

The Sheriff's Office also has a mission statement with respect to its law enforcement operations. This too was used to guide the planning effort of the consultants and the Sheriff's planning team.

"To provide full police service to the public by upholding the Constitution of the United States and the State of Illinois; by effectively and indiscriminately enforcing the law; by rendering assistance to the public whenever and wherever necessary; by cooperating with other law enforcement agencies in the reduction of unlawful activity; by furnishing assistance and information within Office guidelines to other governmental and civic bodies; and, within limits of available resources, by responding to all requests for police service within Champaign County in the most professional manner."

Part 1 of the report follows.



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PART ONE



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1-A. DATA ANALYSIS FOR MASTER PLANNING

INTRODUCTION

This chapter of the report will provide an analysis of jail-related data to include average daily population, daily count, booking and inmate classification data. The focus of this effort was on gathering data helpful to facility master planning. No data was gathered with the intent of evaluating the criminal justice system or making system change recommendations that could conceivably affect the size and nature of the jail population. That work was accomplished in the prior study by ILPP and was therefore never within the scope of this project.

DATA ANALYSIS QUICK SUMMARY

The bedded **jail population** (persons housed in the jail) has risen from a monthly average of 173 in January 2014 to 229 in August.

Nearly five years of **daily count** data (2010 - September 7, 2014) shows a high degree of variability in jail counts in that the highest count of the year can exceed the annual average population by 13% to 30%.

- In 2013, for example, the average annual population was 221 but the highest day was 267.
 - The female population was as low as 11 and as high as 31.
 - The male population was as low as 146 and as high as 241.
 - The un-sentenced population was as low as 131 and as high as 234.
 - The sentenced population was as low as 17 and as high as 55.
- Housing plans must accommodate these high counts, not just the averages.

The **Downtown Jail** population has been relatively low compared to its bed capacity.

- From 2010-13 it averaged only 43.8 compared to what the county considers to be a 131-bed capacity.
- In the first six months of 2014 the population averaged only 29.5.
- The population had annual peaks of 80, 66, 53, 65 and 74 from 2010 through 9/7/2014.

The **female** population has averaged less than 10% of the total population over the last 4 plus years.

Booking data from 2010-2013 revealed the following facts.

- Average daily bookings have been trending very slightly downward but average around 20 per day.
- Peak booking days more than double the average with the busiest day recording 46 bookings.
- The minimum number of bookings in one day recorded was 4.
- Thursday is the busiest day of the week (15% above average).
- Female bookings average 24% of total bookings.
- Female bookings were as low as 0 and as high as 18 in one day.
- Male bookings were as low as 1 and as high as 44 in one day.

Release data from 2010-2013 revealed the following facts.

- Average daily releases essentially equaled those of bookings over the four-year period.
- Peak release days can exceed the average by 170% with the busiest day recording 54 releases.



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- The minimum number of releases in one day recorded was 2.
- Friday is the busiest release day of the week (27% above average).
- Female releases were as low as 0 and as high as 16 in one day.
- Male releases were as low as 2 and as high as 47 in one day.

A 20-day snapshot of **daily inmate classification reports** taken from the months of April through July 2014 showed the following about the daily inmate population.

- 90% were male, 10% female.
- On average, 28% of the daily population was charged with a **1st degree or Class X felony**, charges which carry a sentence of 20 years or more.
- 74% had a pending **felony** charge.
- 2% were convicted of felonies and awaiting transfer to IDOC.
- 7% had a pending misdemeanor charge.
- 2% had a pending traffic charge.
- 11% were sentenced to the jail.
- On average, 9% were assigned special housing status (medical, mental, disciplinary, administrative segregation, protective custody).
- The number of prior arrests per inmate averaged 11.1. Males averaged 11.4 arrests each and females averaged 8.4.
- While many inmates had a history of multiple arrests, an average of 13.6% of inmates were detained for their first arrest.

Greater detail about many of the preceding issues follows below.



AVERAGE DAILY JAIL POPULATION DATA

The recent combined average daily population of the Downtown and Satellite Jails as calculated from daily count data received from the Sheriff's Office is as follows:

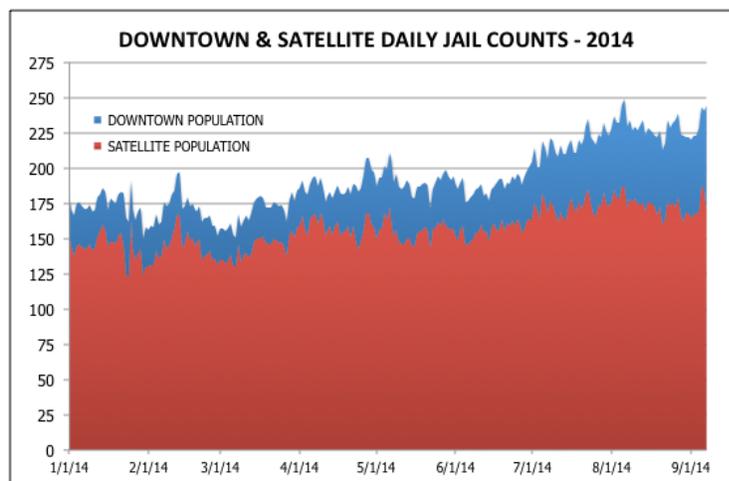
- 2010: 225.6
- 2011: 224.3
- 2012: 226.1
- 2013: 221.1
- 2014 through September 7th: 192.0

These figures **exclude** offenders assigned the **Electronic Home Detention (EHD)**. These offenders once populated the jail as either inmates sentenced to jail time or to work release. Had this program not been initiated, the jail population would have averaged 23 to 36 more incarcerated inmates per month, and averaged **30.6** for the first eight months of 2014.

So far, the year 2014 has been an unusual statistical year. The jail population dropped precipitously at the end of 2013 from a high of 267 in June to a low of 165 in December. It then stayed remarkably low for the first three months of 2014 with a low population of 150 reached on January 30, 2014. The January average was only 173.3. However, the jail population subsequently rebounded significantly beginning to approach the higher counts witnessed in the previous four years. In August, for example, the jail population averaged 229.0 with a high day of 249.

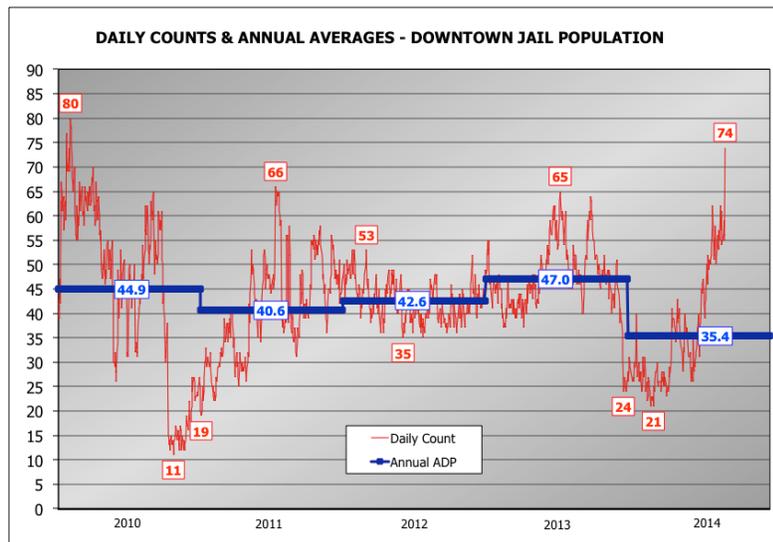
Downtown Jail - Satellite Jail Population Comparison

Reviewing recent jail population data shows that the Downtown Jail has primarily functioned as an **overflow facility** for the Satellite Jail. This remains so to this day except that the advent of the new objective inmate classification system recommended by ILPP has modified this to some degree. This is because certain cellblocks at the Downtown Jail are now used for specific populations such as minimum-security inmates and special needs inmates. Nonetheless, the numbers of inmates held at the Downtown Jail continue to be dwarfed by the numbers held at the Satellite Jail as is clearly shown in the following chart. It documents daily inmate counts for the two jails for 2014 through September 7 and shows the Downtown Jail counts in **blue** stacked on top of the Satellite Jail counts in **red**.





The small numbers at the Downtown Jail tend to make the Downtown Jail **inherently staff-inefficient** because it routinely serves relatively small numbers of inmates and spreads them out between two housing pods, both of which need to be staffed. For example, the average daily inmate population at the Downtown Jail for the years 2010 through 2013 was only 43.8, or only 21.9 per pod. The Satellite pods are 82 and 100 beds in size by comparison. At 43.8 ADP, the Downtown Jail is using only 33.4% of the 131 beds the County counts as its capacity. In the first six months of 2014 the average population was only 29.5, or just 22.5% occupancy. However, the population rose to an average of 54.8 in August 2014.



In true overflow fashion, the Downtown Jail recorded a high of 74 in September this year when the overall system population soared after early year lows. The Downtown Jail experienced high counts of 80, 66, 53 and 65 in the years 2010-13 respectively when the average was 43.8 for the four-year period. Though high, even these brief spikes in population fell far short of the facility's assumed bed capacity.

Jail populations can certainly rise and make the Downtown jail's capacity essential to the functioning of the system. However, in today's climate it seems to generally be an underutilized facility with a high operational cost (more on staff efficiency can be found later in this report).

Male - Female Population Comparison

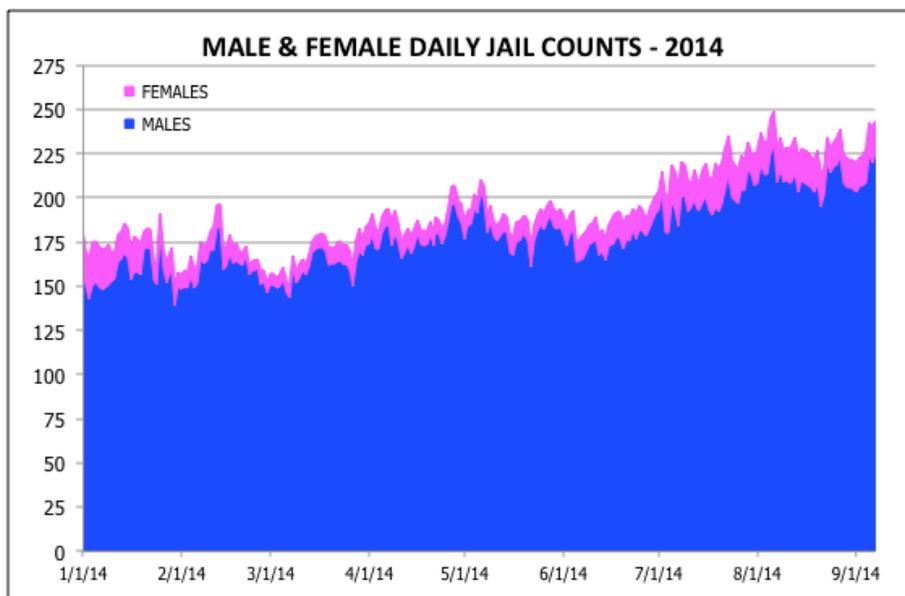
The county correctional system is one that is dominated by the male population. Over the last 4-1/2 years the female population has been below 10% of the total and trending downward on an average annual basis. As a percentage of the total jail population females have represented the following annual percentages:

- 2010: 8.5%,
- 2011: 9.4%,
- 2012: 7.4%,
- 2013: 8.4%,
- 2014 through September 7: 6.7%.



Like all other elements of daily count data there are many days when the female population peaks, in this case representing more than 10% of the jail population at certain times. High proportions in the last 4-1/2 years have been between 10% and 14% of the day's jail population.

The chart below graphically shows how relatively small the female population has been compared to the male population in 2014. When a population is this small it presents a real challenge to facility managers to effectively implement an objective classification system. Providing female housing comparable to male housing in sub-divisions, character, supervision style and benefits is also a difficult challenge.



DAILY COUNT DATA

Daily count data is important to the development of responsive housing strategies because it identifies both the highs and the lows that must be accommodated by provided cellblocks. Planning for the average is insufficient to real-life jail operations.

Based upon the data available from the Sheriff's Office, the consultant calculated the daily counts of the total, male, female, un-sentenced, and sentenced jail populations. The consultant did so for the period of 2010 through September 7, 2014. The consultant's findings are illustrated below through a series of charts. In each case the charts identify the average annual population with a blue line and the daily counts with a red line.

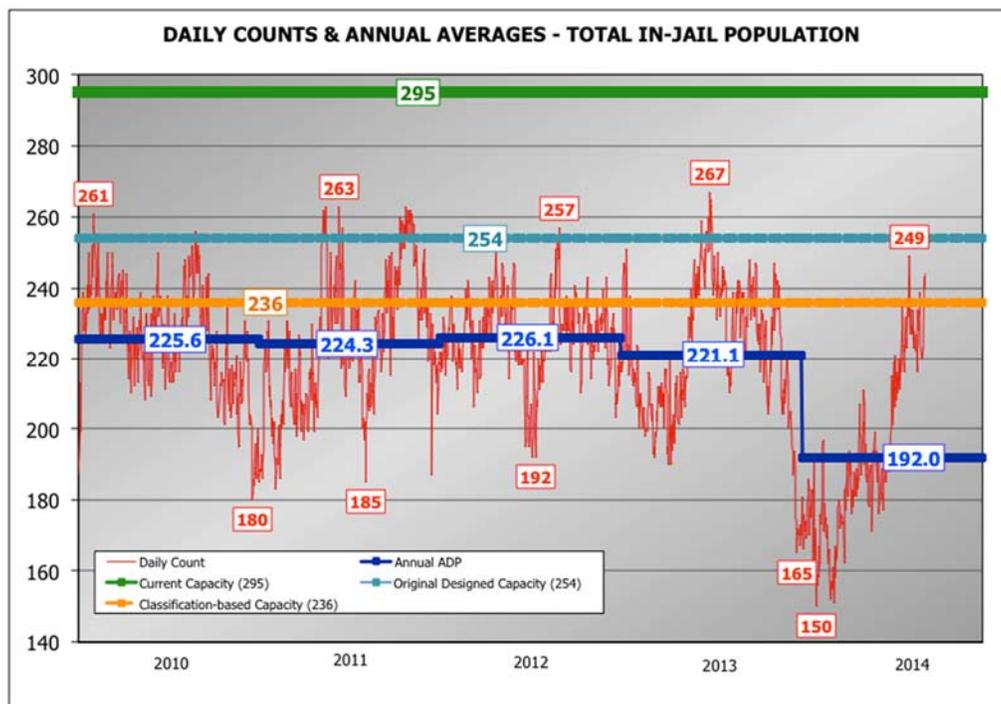
Total Bedded Jail Population Daily Counts

The chart on the next page shows that while the annual averages throughout the years have been fairly steady (with the exception of the yet to be completed 2014) the daily counts (red line) on which the averages are based vary quite widely between lows and highs. In addition to the annual average and daily count data presented, the consultant has also superimposed lines which represent the existing bed capacity of the jails (295), the classification system-based bed



capacity (236) and the original designed capacity (254). All of these capacities and their source are discussed in the next chapter.

From the bed capacity lines one can see that the jails were *overcrowded* on many days in terms of the classification system-based bed capability (orange line) under which the jail should operate. At the same time the daily counts were well *under* the existing bed capacity (green line) which misleadingly suggests that there was no overcrowding problem. The classification system-based overcrowding is worse than it looks because difficulties in finding the right bed in the right cellblock occur well before the actual bed capacity number is reached. This problem is referred to as "functional overcrowding". As a rule of thumb, functional overcrowding begins to occur when the population is about 90% of the available bed capacity. Functional overcrowding happens when an open bed is available but it is in the wrong place, such as when a male bed is available but the need is to accommodate a female inmate.



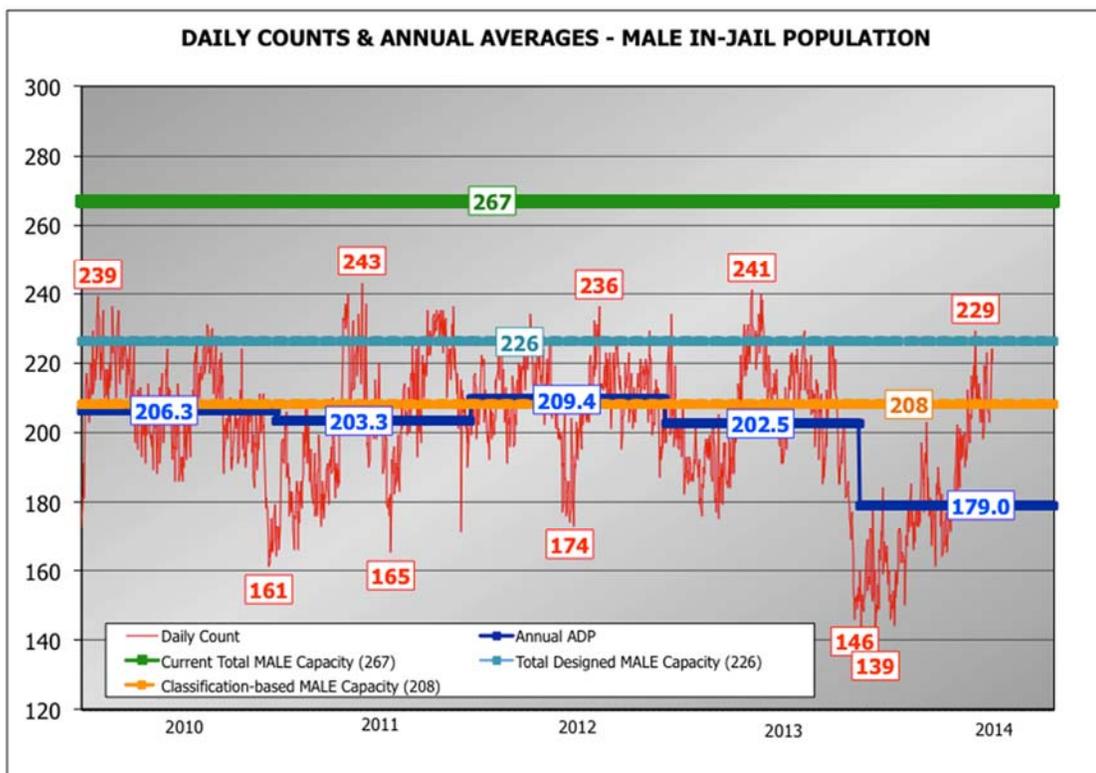
In assessing the relationship of peaks to averages the following data is useful:

- 2010: average equals 225.6, peak day equals 261 (+15.7%).
- 2011: average equals 224.3, peak day equals 263 (+17.3%).
- 2012: average equals 226.1, peak day equals 257 (+13.7%).
- 2013: average equals 221.1, peak day equals 267 (+20.8%).
- 2014 through September 7: average equals 192.0, peak day equals 249 (+29.7%).



Male Jail Population Daily Counts

The chart below shows the annual average and daily counts for the male population. As with the total population above, the male population is compared to the classification system-based capacity, the original designed capacity and the current rated capacity for cellblocks currently designated for male housing. As one can readily see, classification system-based overcrowding occurred on many days over the past four years, sometimes to a quite high degree. This creates tremendous security and management problems for the staff, and risks for the inmates.



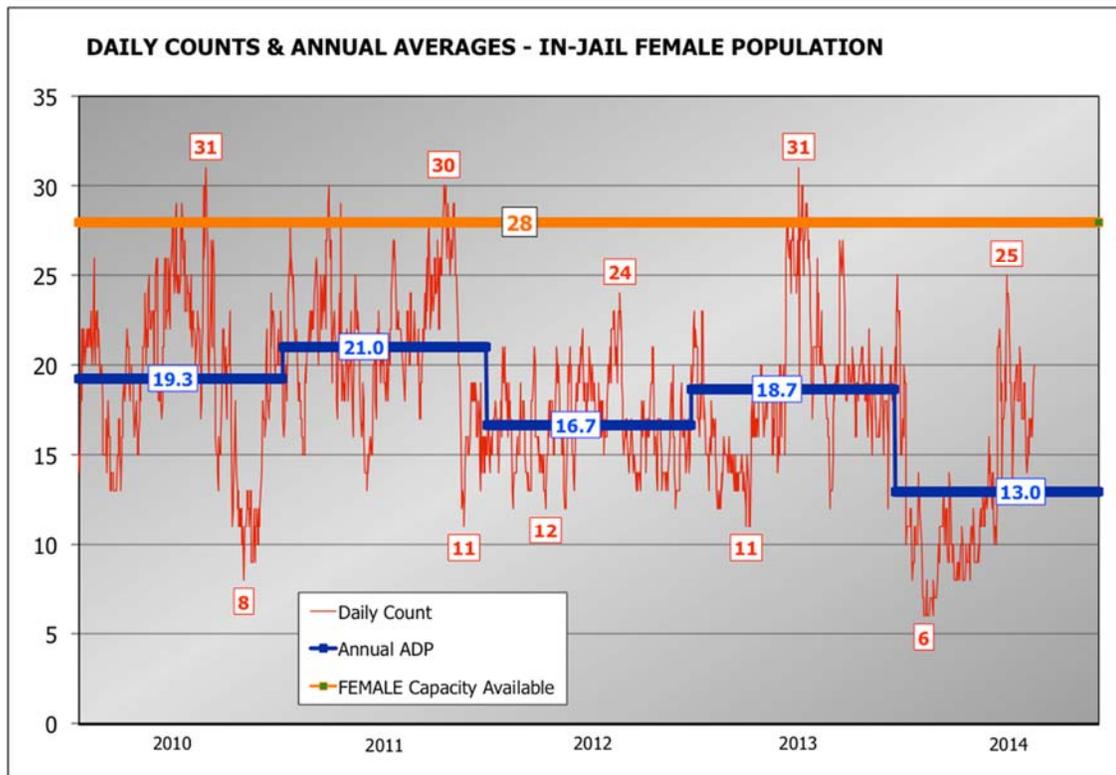
The following data identifies the degree to which the peak day for males exceeded the annual average in the five years studied. On average the peak day was 19% higher than the average.

- 2010: average equals 206.3, peak day equals 239 (+15.9%).
- 2011: average equals 203.3, peak day equals 243 (+19.5%).
- 2012: average equals 209.4, peak day equals 236 (+12.7%).
- 2013: average equals 202.5, peak day equals 241 (+19.0%).
- 2014 through September 7: average equals 179.0, peak day equals 229 (+27.9%).



Female Jail Population Daily Counts

The chart below shows the annual average and daily counts for the female population. As with the total population above the female population is compared to the classification-based capacity, the original designed capacity and the current rated capacity for cellblocks designated for female housing as currently designated. In this case, however, *all three* are the same (28 beds).



The following data identifies the degree to which the peak day for females exceeded the annual average in the five years studied. Note that the high days are on average much larger proportionally for females (61%) than they are for males (19%). Thus, the day-to-day challenge of properly and efficiently allocating available beds is much greater for female inmates than male inmates.

- 2010: average equals 19.3, peak day equals 31 (+60.6%).
- 2011: average equals 21.0, peak day equals 30 (+42.9%).
- 2012: average equals 16.7, peak day equals 24 (+43.7%).
- 2013: average equals 18.7, peak day equals 31 (+65.8%).
- 2014 through September 7: average equals 13.0, peak day equals 25 (+92.3%).

The proportionally more extreme peaks for female inmates is not so much because of the female population itself as it is that much smaller populations of any kind tend to have higher degrees of deviation from the average. Though the data is not available, the consultants fully expect that the deviation from the average by the peak of other small groups like mental and medical health inmates and administrative segregation inmates will vary just as widely as females.



Just as the high days are much higher than the average, one can see on the preceding chart that the low days are much lower than the average for the female population.

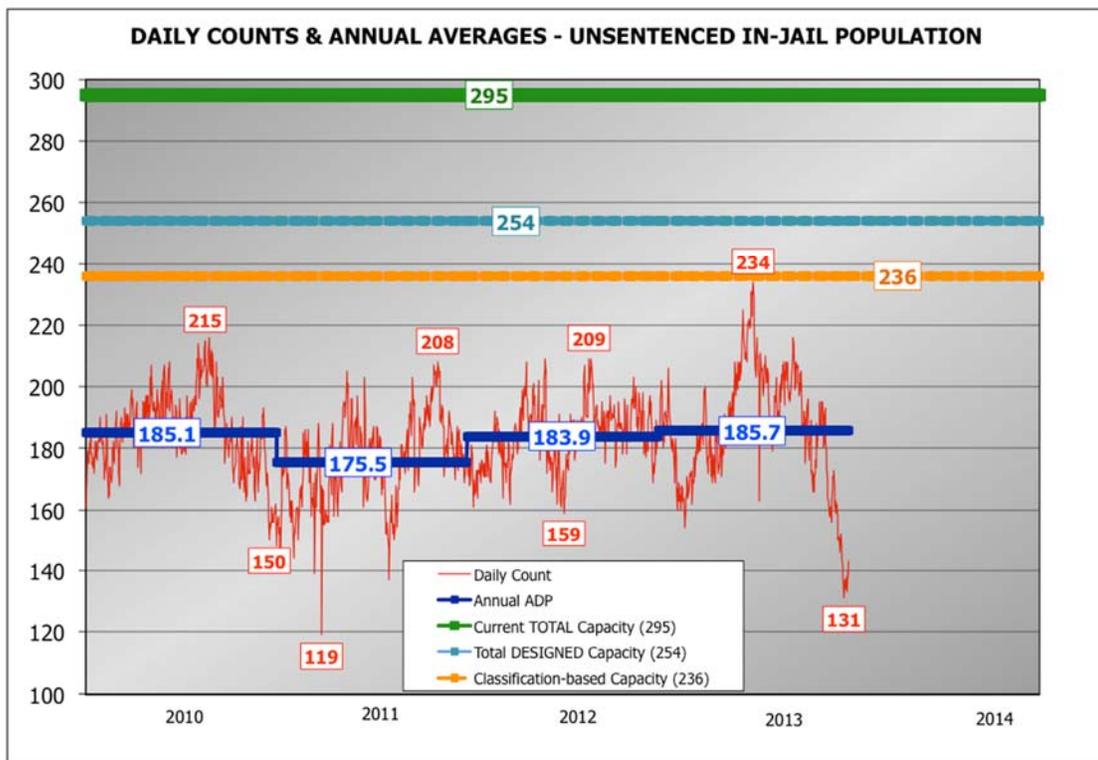
The spread from low to high female inmate counts in 2010, for an extreme example, was 8 to 31. So far in 2014 the range is from 6 to 25.

It is these extreme deviations which make space planning for any inmate classification recording small numbers very challenging, particularly if one is to avoid functional overcrowding and avoid violating the classification system to the point where inmate and staff safety is jeopardized

Un-sentenced Jail Population Daily Counts

The chart below shows the annual average and daily counts for the un-sentenced population from 2010 through 2013. For this population, no 2014 data was immediately available. Total bed capacity counts are again super-imposed on these charts for perspective.

The un-sentenced population is far greater in size than the sentenced population. It represented from 78% to 84% of the total jail population over the four years analyzed.





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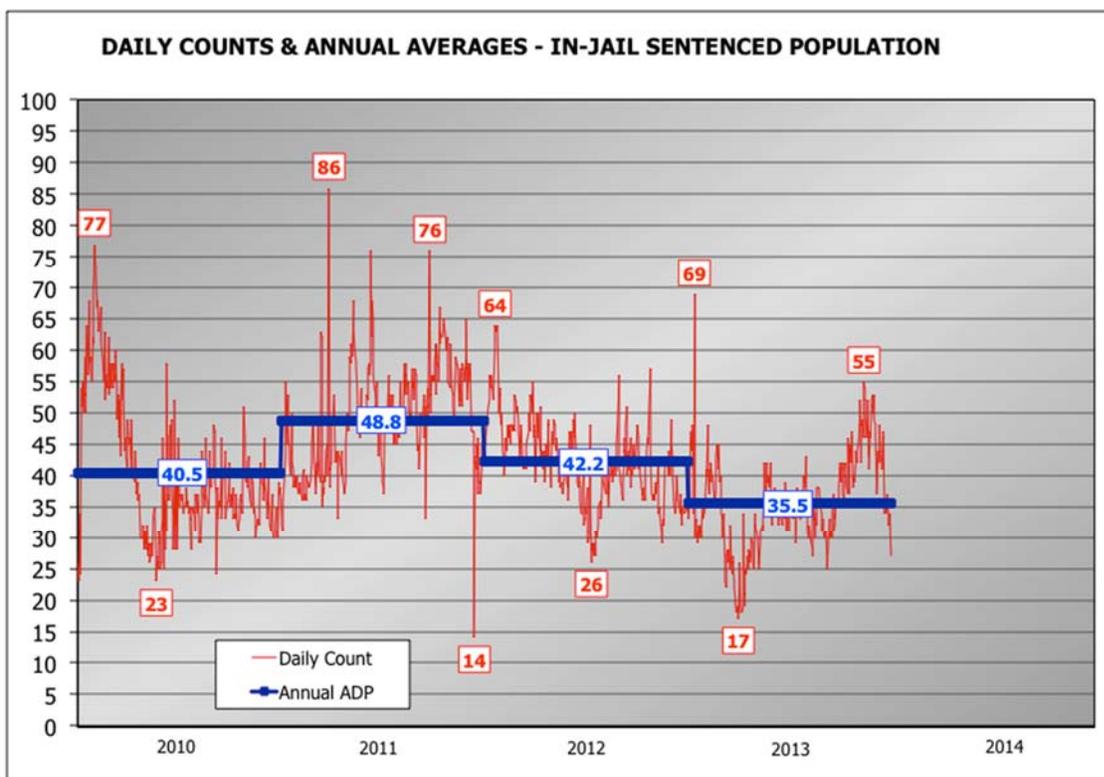
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The following data identifies the degree to which the peak day for un-sentenced inmates exceeded the annual average in the four years studied. The average variance was 18.6%.

- 2010: average equals 185.1, peak day equals 215 (+16.2%).
- 2011: average equals 175.5, peak day equals 208 (+18.5%).
- 2012: average equals 183.9, peak day equals 209 (+13.6%).
- 2013: average equals 185.7, peak day equals 234 (+26.0%).

Sentenced Jail Population Daily Counts

The chart below shows the annual average and daily counts for the sentenced population. For this population, no 2014 data was immediately available. No capacity counts are super-imposed on these charts because the sentenced population is mixed among a number of classifications such that a clean sentenced bed count could not be identified.



The following data identifies the degree to which the peak day for sentenced inmates exceeded the annual average in the four years studied. The average deviation of the peak day from the average is an extremely high 78% though the chart demonstrates that they are clearly driven by extraordinary single day events, the cause of which is unknown.

- 2010: average equals 40.5, peak day equals 77 (+90.0%).
- 2011: average equals 48.8, peak day equals 86 (+76.2%).
- 2012: average equals 42.2, peak day equals 64 (+51.7%).
- 2013: average equals 35.5, peak day equals 69 (+94.3%).



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One phenomenon clearly present here is that the sentenced population of the jail has dropped significantly from 2011 to 2013. Another is that the degree to which the peak exceeds the average is quite high. Like the female group before it, this population is relatively small and experiences a much greater variation in daily counts than the larger male population or the total population.

The spread in counts was as low as 23 and as high as 77 in 2010. In 2013, it was as low as 17 and as high as 69.



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BOOKING DATA

Booking data is important to understanding the flow into the jail and thus what a well-thought out intake area should be designed to accommodate. It also greatly influences the number and type of holding cells and open waiting capacity in the intake area.

The consultants evaluated daily booking data for the years 2010 through 2013. The available data recorded total, male and female booking counts.

Total Booking Data

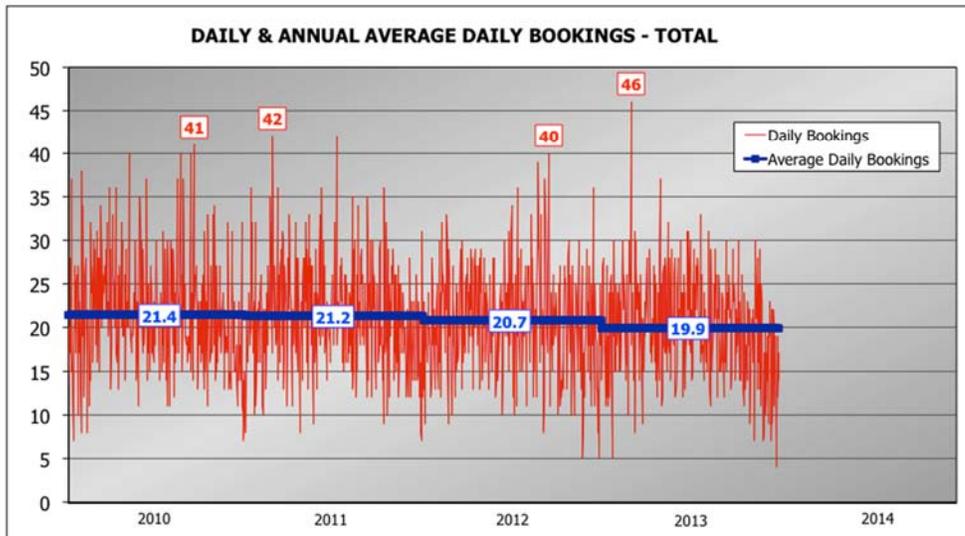
The pattern of booking data varies even more widely than that of the jail population. Bookings on one day were as low as six (6) and as high as 54 based on the four years of data evaluated. Below is a chart documenting the annual average number of bookings (blue line) and the daily total bookings (red line). Also accompanying the chart are tables with data that identify monthly averages over the past four years as well as the averages per day of the week. The data show that Thursday is the busiest booking day and March is, on average, the busiest booking month. December is the slowest month of the year. However, generally speaking, the variations between daily and monthly averages is relatively small, meaning that booking work and booking area staffing needs are fairly consistent.

The data also reveals that the total number of bookings per year has declined modestly but steadily from 2010 to 2013. The 2013 figure is 7.2% lower than the 2010 total.

4 YEAR AVERAGES, TOTAL BOOKINGS 2010-13

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
MO. AVG DAILY	19.8	21.3	22.4	21.4	21.8	21.7	21.6	22.3	21.3	20.3	18.8	16.9
AVG. HIGH DAY	33.0	34.3	37.0	31.5	34.5	34.5	35.5	36.3	36.5	32.5	29.8	30.5
Mo.High/Mo.Avg	1.67	1.61	1.65	1.47	1.58	1.59	1.64	1.62	1.71	1.60	1.59	1.80

DAILY AVERAGES:	HIGH:	TOTAL BOOKINGS:
Saturday	20.8	46
Sunday	20.7	36
Monday	18.2	34
Tuesday	20.7	36
Wednesday	21.2	42
Thursday	23.1	42
Friday	21.1	40
		2010 7,820
		2011 7,749
		2012 7,587
		2013 7,259





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Male Booking Data

Male bookings have consistently fallen over the last four years with the 2013 total being 6.5% below that of 2010.

Male bookings consistently averaged around 76% of total bookings over the four-year study timeframe.

For male arrestees, March shows the highest number of average daily bookings and Thursday is the busiest booking day. While the lowest booking number recorded in a day is two (2) the busiest day of male booking was 44 in 2013. Average daily bookings hover right around the 16 per day mark.

The tables and chart below document male booking information from the past four years.

4 YEAR AVERAGES, MALE BOOKINGS 2010-13

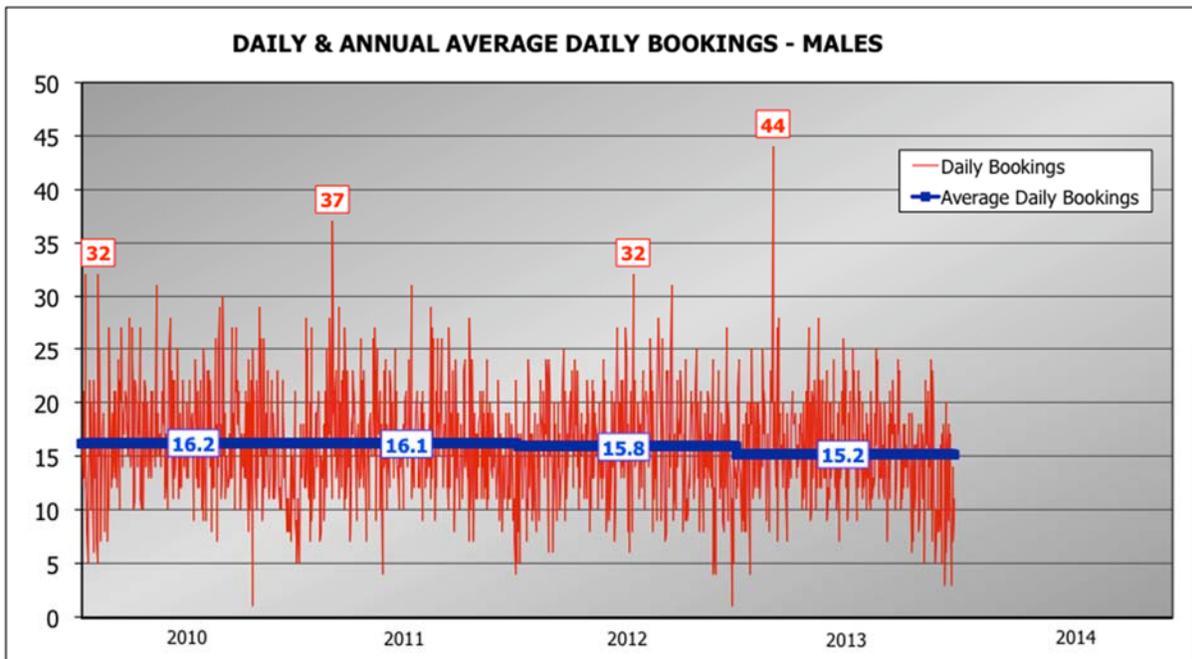
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
MO. AVG	15.0	16.1	17.2	16.3	16.7	16.5	16.5	17.1	16.3	15.4	14.8	12.2
AVG. HIGH DAY	27.3	28.3	31.5	24.5	27.5	25.8	28.3	28.0	27.3	25.3	24.5	22.8
Mo.High/Mo.Avg	1.81	1.76	1.84	1.50	1.64	1.56	1.71	1.64	1.67	1.64	1.66	1.86

DAILY AVERAGES:

	HIGH:
Saturday	16.2 44
Sunday	15.6 29
Monday	13.8 29
Tuesday	15.9 28
Wednesday	15.9 32
Thursday	17.5 37
Friday	15.9 31

MALE BOOKINGS:

2010	5,917	75.7% of Total
2011	5,885	75.9% of Total
2012	5,800	76.4% of Total
2013	5,533	76.2% of Total
		76.1%





Female Booking Data

Female bookings fell slightly faster than total bookings dropping 9.3% from 2010 to 2013. Female bookings consistently accounted for about 24% of total bookings during that timeframe.

On average, the busiest day for female bookings is Thursday and the busiest month is April.

While average daily bookings are around five (5) for females there are multiple days when zero (0) females were booked. The busiest days saw from 13 to 18 female bookings. These ranges pose significant planning challenges if female arrestees are to be held in a way that preserves proper privacy and security separation between them and the male arrestees.

The tables and chart below document female booking information from the past four years.

4 YEAR AVERAGES, FEMALE BOOKINGS 2010-13

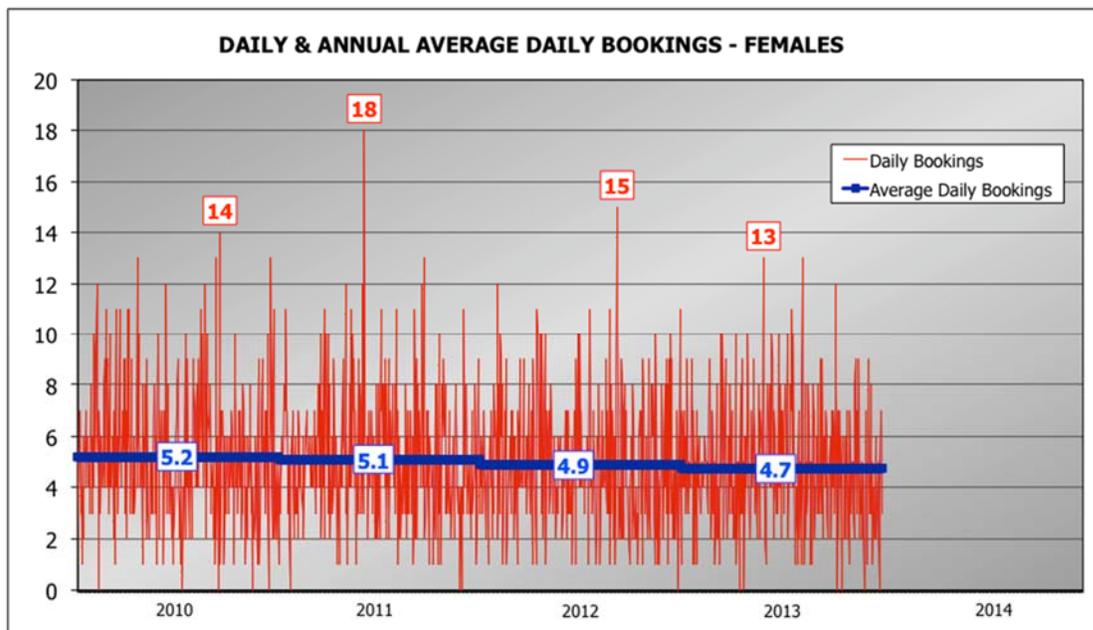
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
MO. AVG	4.8	5.2	5.2	5.3	5.1	5.2	5.1	5.2	5.1	4.9	4.0	4.7
AVG. HIGH DAY	9.5	10.0	10.3	10.8	10.8	12.5	10.8	11.8	12.8	10.3	9.0	11.0
Mo.High/Mo.Avg	1.99	1.91	1.96	2.03	2.11	2.39	2.11	2.24	2.52	2.11	2.23	2.34

DAILY AVERAGES:

	LOW:	HIGH:
Saturday	4.7	12
Sunday	5.0	18
Monday	4.3	13
Tuesday	4.8	12
Wednesday	5.3	13
Thursday	5.6	15
Friday	5.2	13

FEMALE BOOKINGS:

2010	1,903	24.3% of Total
2011	1,864	24.1% of Total
2012	1,787	23.6% of Total
2013	1,726	23.8% of Total





RELEASE DATA

Release data is equally important as booking data. It is another key measure of activity in the intake area since the staff facilitating the activity is the same and many of the same spaces are utilized. Upon further examination, its volume may suggest the development of release areas separate from, but adjacent to, the intake area.

Total Release Data

The pattern of release data parallels that of the booking data. This is not always the case as jails with rapidly growing populations frequently show fewer releases than bookings, which is part of why populations grow. Releases on one day were as low as two (2) and as high as 54 based on the data evaluated.

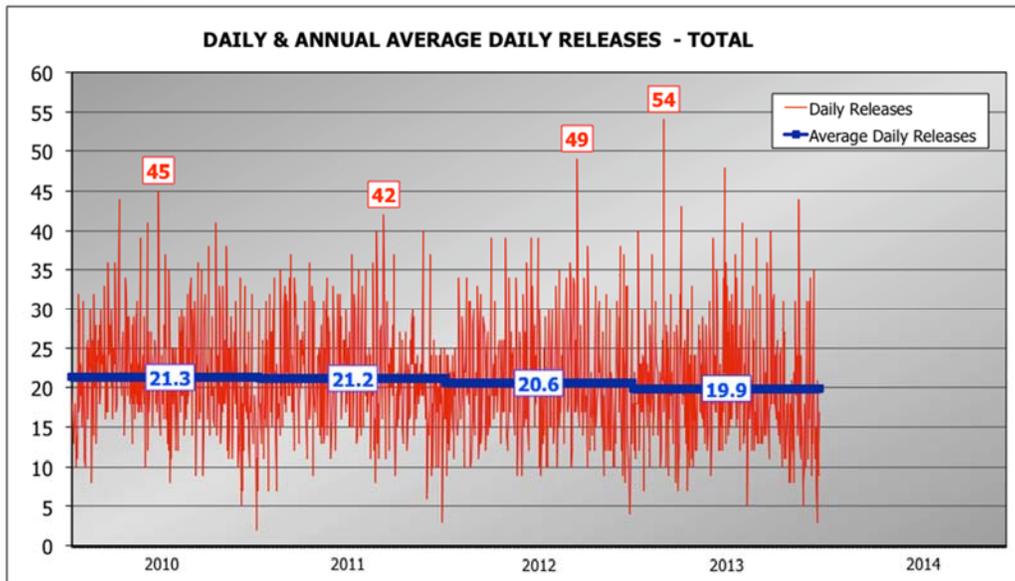
Below is a chart documenting the annual average number of releases (blue line) and the daily total releases (red line). Also accompanying the chart are tables with data that identify monthly averages over the past four years as well as the averages per day of the week. That data shows that Friday is the busiest release day and March is on average the busiest release month. December is the slowest release month of the year.

The data also reveals that the total number of releases per year has declined steadily from 2010 to 2013, just as did bookings. The 2013 figure is 6.7% lower than the 2010 total, whereas bookings were 7.2% lower.

4 YEAR AVERAGES, TOTAL RELEASES 2010-13

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
MO. AVG	19.3	21.0	22.3	22.0	21.1	22.2	21.3	21.6	21.4	20.8	18.4	18.1
AVG. HIGH DAY	35.0	34.5	41.5	40.5	35.0	41.0	35.3	37.8	42.3	35.3	37.5	35.8
Mo.High/Mo.Avg	1.82	1.64	1.86	1.84	1.66	1.85	1.66	1.75	1.98	1.69	2.04	1.98

DAILY AVERAGES:	HIGH:	TOTAL RELEASES:
Saturday 24.1	54	2010 7,789
Sunday 19.0	33	2011 7,743
Monday 16.9	34	2012 7,546
Tuesday 18.9	36	2013 7,271
Wednesday 19.4	34	
Thursday 20.7	44	
Friday 26.4	49	1.273





Male Release Data

Male releases have consistently fallen over the last four years with the 2013 total being 6.1% below that of 2010.

Male releases consistently averaged around 76% of total releases over the four-year study timeframe.

For male arrestees, March shows the highest number of average daily releases with June being a very close second. Friday is easily the busiest release day. While the lowest release number recorded in a day is two (2) the busiest day of male booking was 47 in 2013. This is nearly identical to the extremes in bookings. Average daily releases hover right around the 16 per day mark, as do the bookings.

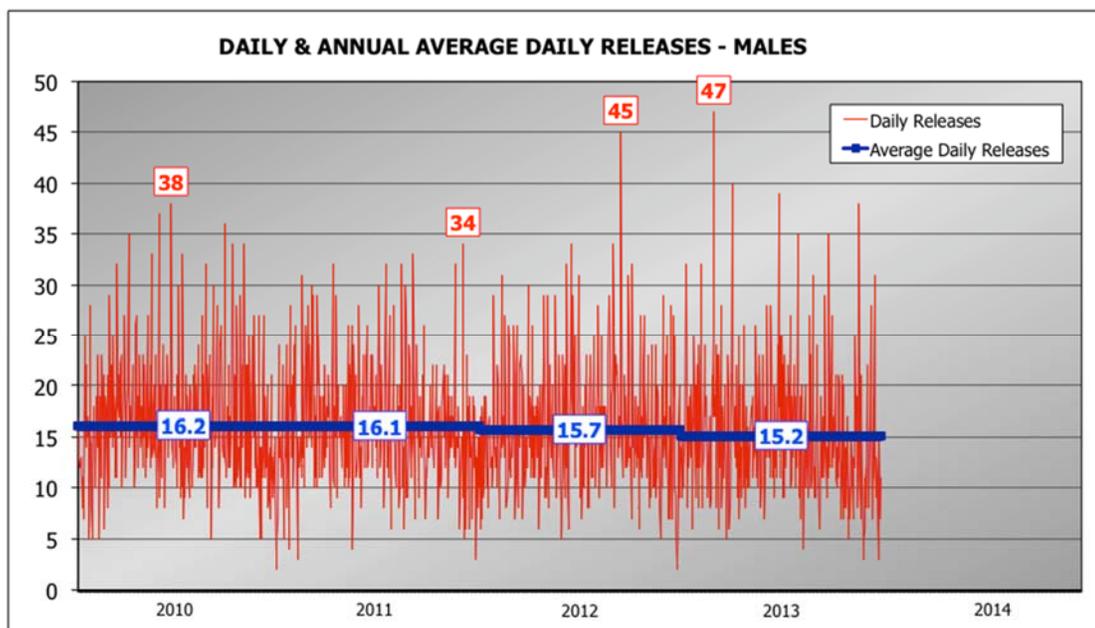
The tables and chart below document male release information from the past four years.

4 YEAR AVERAGES, MALE RELEASES 2010-13

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
MO. AVG	14.7	15.8	17.10	16.6	16.0	17.05	16.1	16.4	16.5	15.7	14.4	13.3
AVG. HIGH DAY	29.3	30.8	34.8	34.0	30.0	34.3	29.3	33.3	37.3	28.8	31.5	30.0
Mo.High/Mo.Avg	2.00	1.95	2.03	2.05	1.87	2.01	1.81	2.03	2.26	1.83	2.19	2.25

DAILY AVERAGES:	HIGH:
Saturday	18.6 47
Sunday	13.9 25
Monday	12.7 26
Tuesday	14.1 29
Wednesday	14.6 30
Thursday	15.8 38
Friday	20.8 45

MALE RELEASES:		
2010	5,898	75.7% of Total
2011	5,871	75.8% of Total
2012	5,764	76.4% of Total
2013	5,538	76.2% of Total





Female Release Data

Female releases fell slightly faster than total releases dropping 8.0% from 2010 to 2013 compared to 6.7% for the release total. Female releases consistently accounted for about 24% of total releases during that timeframe.

On average, the busiest day for female releases is Friday and the busiest month is February.

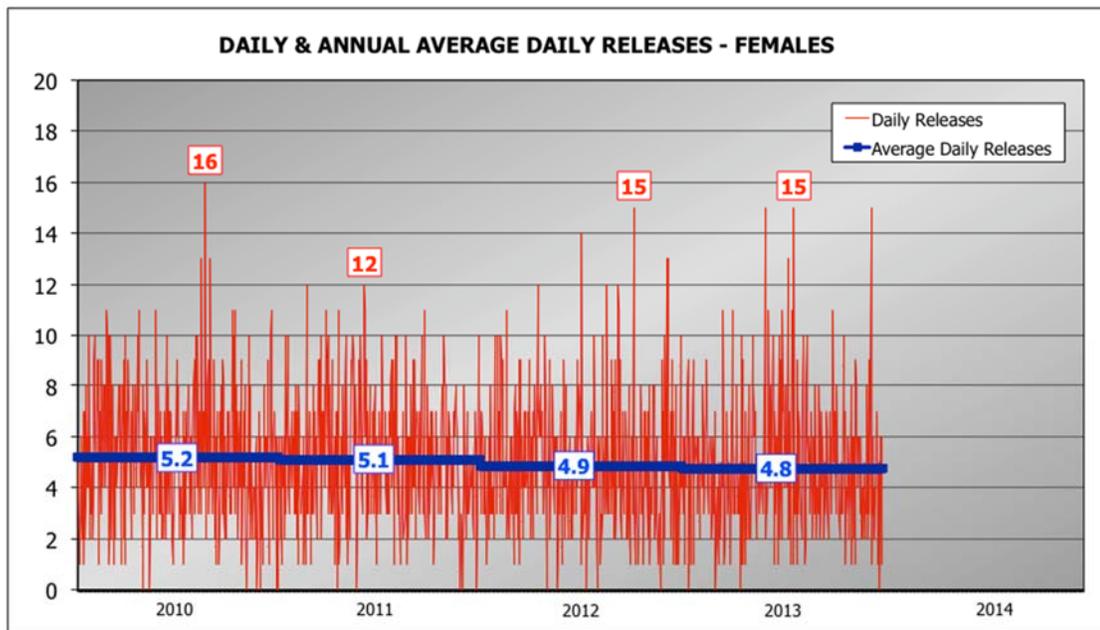
While average daily releases are around five (5) for females there are multiple days when zero (0) females were released. The busiest release days saw from 12 to 16 female releases. These ranges pose significant planning challenges if female arrestees are to be processed out in a way that preserves a proper privacy separation between them and the male releasees for things like clothing change.

The tables and chart below document female release information from the past four years.

4 YEAR AVERAGES, FEMALE RELEASES 2010-13

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
MO. AVG	4.6	5.3	5.2	4.2	3.9	5.1	5.2	5.2	4.9	5.1	4.1	4.7
AVG. HIGH DAY	9.8	10.8	10.3	11.3	10.0	11.5	12.0	12.0	10.0	11.8	9.0	12.3
Mo.High/Mo.Avg	2.12	2.03	1.97	2.69	2.56	2.24	2.33	2.32	2.03	2.29	2.21	2.58

DAILY AVERAGES:		HIGH:	FEMALE RELEASES:	
Saturday	5.4	15	2010	1,891 24.3% of Total
Sunday	5.1	13	2011	1,872 24.2% of Total
Monday	4.2	11	2012	1,782 23.6% of Total
Tuesday	4.7	15	2013	1,739 23.9% of Total
Wednesday	4.8	11		24.0%
Thursday	4.9	11		
Friday	5.7	16		





INMATE CLASSIFICATION DATA

The collection of detailed inmate classification data based upon a specific set of classification criteria is a recent phenomenon in Champaign County. As a result, detail classification data became available only in late 2013. The data is a product of implementing an ILPP recommended objective classification system through the concerted efforts of a new Sheriff's Office classification officer and an ILPP recommended consultant, Don Leach.

Proper inmate classification and re-classification is fundamental to maintaining safety and security for inmates, staff and service providers. An objective classification system allows for the proper separation of inmates based on gender, behavior, condition and status within the legal system. When done properly, it not only significantly increases the safety and security of a facility, it opens up opportunities to confidently provide varied types of housing that allow county's to attain construction cost savings, staff savings and reinforcement of classification objectives.

Champaign County Sheriff's staff have done an outstanding job in implementing the recommended classification system and beginning to gather and record the types of data most helpful to the effort. Methods of data collection and data recording are still evolving. However, the database being established is excellent. The county's only real limitation in effectively implementing the system is the design of current cellblocks. They do not, by their uniform nature, adequately support an objective classification system. One clear goal of the master plan will be to improve housing options in a way complementary to the inmate classification system.

Since developing a long-term housing strategy for Champaign County jails is one of the most important parts of this study, good classification data is critical to the effort. For the purposes of better understanding who is in the jail and how future housing might be best sub-divided and developed, the consultants sampled 20 days worth of daily classification data between April 1 and July 31, 2014. The sample was evenly dispersed among days of the week except that a lack of weekend data slightly reduced the number of Saturdays and Sundays considered.

Classification Categories

The following are the classification categories used by staff when evaluating an inmate.

Custody Classification Category

SS - Special Segregation

SH – Special Housing

GP - General Population

Charge Level Assessment

Maximum - current charges 1st degree or Class X, carries a penalty for 20 years or more.

Medium - current charges violent misdemeanor offenses or criminal history.

Minimum - current charges non-violent felony/misdemeanors.

Behavior Assessment

AB - Alert Level Institutional Behavior



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HB - History of Institutional Behavior

MB - Programs Violation/Minor Disciplinary Violation

GP - General Population

PC-T - Protective Custody Threat

PC-V - Protective Custody Victimization

Special Segregation

Blue Dot - Mental Health Issue (can only be cleared by Mental Health)

Green Dot - Suicidal Issue (can only be cleared by Mental Health)

Yellow Dot – Protective Custody (can only be cleared by Classification)

Red Dot - Medical Issues (can only be cleared by Medical)

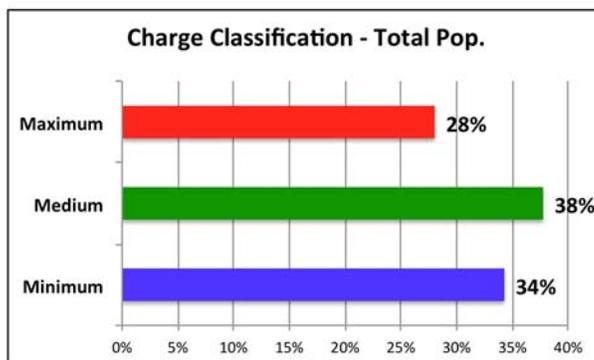
Classification Findings – General Characteristics

The analysis found that 90% of the typical daily population was male and 10% female.

The average detainee had 11.1 prior arrests which suggests familiarity with the jail and criminal justice system on the part of many inmates.

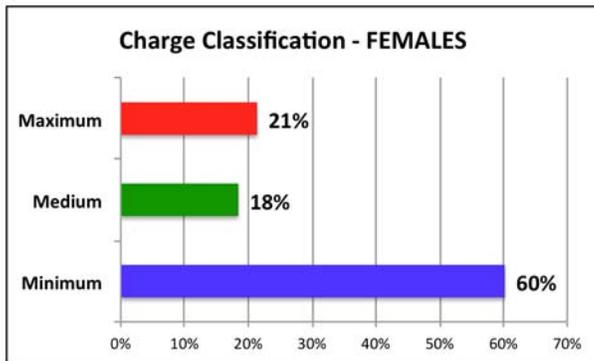
Classification Findings – Charge Level Assessment

The following are the findings on charge level assessment for the **total** population.

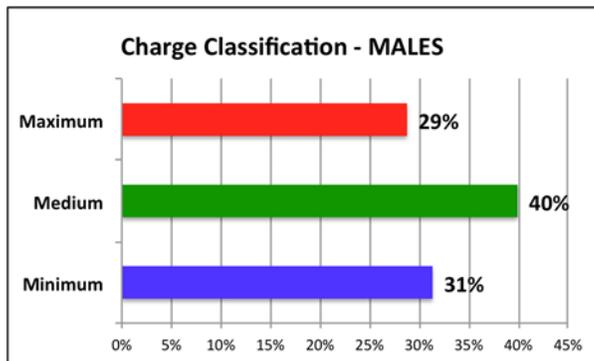




Charge level assessment findings regarding the female population follow.



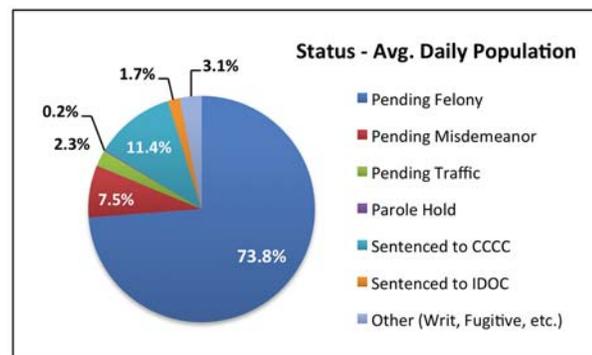
Charge level assessment findings regarding the male population follow.



Classification Findings – Legal Status

The following data describes the legal status of the total average daily inmate population.

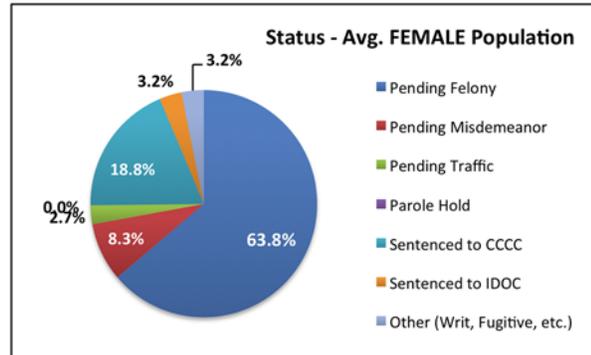
- 73.8% had a pending felony.
- 1.7% were felons sentenced to IDOC.
- 7.5% had a pending misdemeanor.
- 2.3% had a pending traffic offense.
- 11.4% were sentenced to the county jail.
- 3.1% were in other categories.





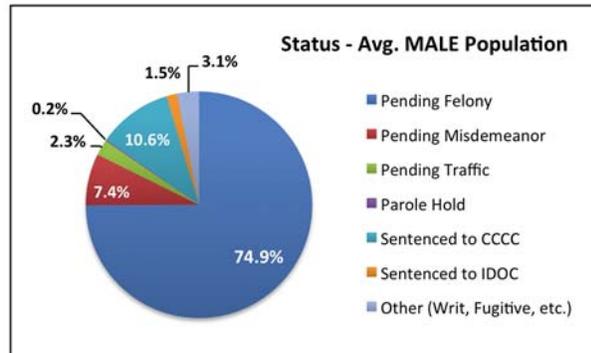
Findings regarding the status of the **female** population follow.

- 63.8% of females had a pending felony.
- 3.2% were felons sentenced to IDOC.
- 8.3% had a pending misdemeanor.
- 2.7% had a pending traffic charge.
- 18.8% were sentenced to the county jail.
- 3.2% were in other categories.



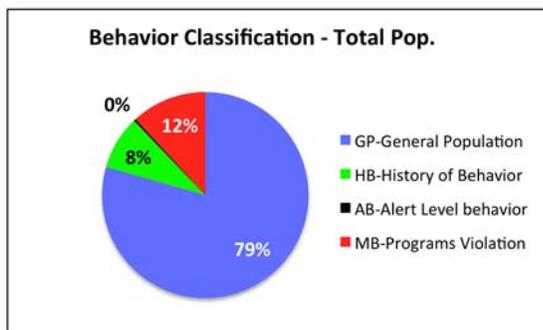
Findings regarding the status of the **male** population follow.

- 74.9% of males had a pending felony.
- 1.5% were felons sentenced to IDOC.
- 7.4% had a pending misdemeanor.
- 2.3% had a pending traffic offense
- 10.6% were sentenced to the county jail.
- 3.1% were in other categories.



Classification Findings – Behavior

The following data describes the behavior classification of the **total** inmate population.

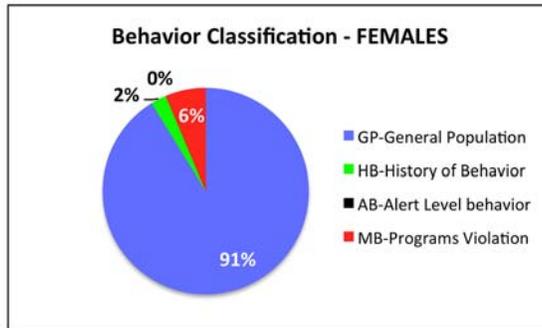




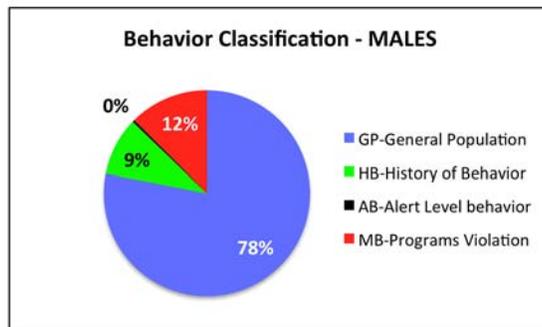
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The following data describes the behavior classification of the female inmate population.



The following data describes the behavior classification of the male inmate population.





1-B. FACILITY EVALUATION – FUNCTIONAL/OPERATIONAL

INTRODUCTION

This section of the report will provide an evaluation of the Downtown and Satellite jails, and the downtown Sheriff's law enforcement space in terms of how well they operate from a functional and security point of view. At the time of this analysis (August 2014), all of the cellblocks at the Satellite Jail were occupied and all female inmates were housed there. All cellblocks except cellblock J and the old work release dorm of the Downtown Jail were occupied. The Downtown Jail was an all-male facility. The new inmate classification system recommended in the ILPP report was being implemented by the Sheriff's Office and was being utilized to determine cellblock/building assignments and to identify treatment needs. All law enforcement functions except vehicle storage were at the Downtown location.

REVIEW OF RECENT JAIL REPORTS

National Institute of Corrections (NIC) – May 2011

Based upon the Sheriff's request, the National Institute of Corrections (NIC) sent consultants Warren Cook and Mark Martin to Champaign to provide short-term assistance evaluating the existing county jails, focusing on the Downtown Jail. They were on-site on May 2 & 3, 2011 to evaluate the facilities and meet with local officials to discuss their findings and recommendations. The visit was followed by a report documenting their efforts. Their findings are capsulized below.

Comments regarding the Downtown Jail:

- "Deplorable" conditions *[Quotation marks added.]*.
- Disparate gender treatment including lack of programs for females (and special needs).
- Issues with special needs inmates.
- Limited artificial and natural light, dingy colors – "depressing" ambience *[Quotation marks added.]*.
- Debilitated plumbing, electrical, HVAC, security systems.

*"The providers note that inmates who are kept in these conditions regress mentally and after fashion assume a state of physical and mental malady that have significant negative impact on their lives for years to come."
(page 6)*

Facility Recommendations:

- Close Downtown Jail as soon as possible; move females and others to the Satellite Jail (better facility).
- Consider creating a day reporting and community corrections facility as well as a work release facility.
- ".. actively work on the development of a needs assessment and master plan for the expansion of their Champaign County Criminal Justice complex, at the site of the satellite jail."
- Work to "comply with the American Correction Association Standards for Local Detention Facilities (ALDF), the standards of the National Commission on Correctional Health Care (NCCHC), while providing space for growth over the next 20 to 30 years." *[Underscore added.]*



- "If the Downtown Jail is not closed, the Board needs to spend a significant amount of funds to remodel the jail and upgrade all the support systems."

Regarding implementation of NIC's key recommendations, the Downtown Jail is still open but the female inmates have been moved to the Satellite Jail. The county followed the recommendation to develop a needs assessment and master plan for local jail facilities starting with a later report by the Institute for Law & Policy Planning (see below) and this effort.

Institute for Law & Policy Planning - September 2013

The Institute for Law & Policy Planning (ILPP) was selected in 2012 to begin developing a Master Plan that addressed jail facility problems per NIC's recommendation, while also determining long-term space needs for the Sheriff's law enforcement operations (patrol, investigations, and so forth). However, the largest part of their effort was to conduct a comprehensive criminal justice system assessment. Their findings and recommendations were documented in their **Champaign County Criminal Justice System Assessment: Final Report**, issued on September 24, 2013.

In the report ILPP drew a variety of conclusions and made multiple recommendations regarding Champaign County's jails. These are summarized below with the bold, colored highlights added by this consultant.

Conclusions (pages 10-14):

- Downtown jail suffers from "serious structural and mechanical issues" and "**cost-prohibitive staffing.**" (page 10)
- "This study makes no final facility choices among the options proposed." (page 10)
- "Next step": "**pursue long-range planning for County facilities.**" (page 11)
- "Deferred maintenance eventually results in a significant step up in costs to replace or expand facilities and staffing." (page 13)
- The county "suffers from structurally and mechanically deficient jail facilities that encourage use of outdated and inefficient modes of supervision." (page 14)
- "Neither of the jail facilities currently offers the **flexible range of housing options** needed for the range of offenders that a jail typically handles." (page 14)
- "**Facility maintenance** has also been seriously deferred, requiring difficult decisions due to the significant step up in costs required to allow the jails to meet standards." (page 14)
- "Jail facilities that encourage outdated and inefficient modes of operation...." (page 14)
- "Due to the structural deficiencies, proper segregation of special needs, mental health and medical inmates has NOT been feasible." (page 14)

Recommendations/Conclusions (pages 14-15):

- Keep downtown jail for minimum-security as a stopgap.
- Rent downtown jail to the federal government after fixing it through grants.
- A new **classification and housing plan** is needed.
- The satellite jail is suitable for expansion.
- Segregation capacity must be added to the satellite.
- "In order to transition inmates to the Satellite Jail, the facility must **add** segregation capacity, special needs housing, and the capability to handle mental health and dangerous offenders."
- Make the transition to the direct supervision model.
- Re-purpose the nursing home for community corrections and office space.



Recommendations/Conclusions (pages 23-24):

- "A" pod at the satellite should be remodeled to immediately facilitate movement of females from the downtown jail.
- 1 to 2 additional modules should be created within existing housing pods to accommodate females and greater separation. This separation and the addition of females will require a **doubling of staff** in the housing pods.
- Temporarily **"triple bunk"** to facilitate downtown jail closure - adds 40 inmates to the satellite jail; seek approval of jail inspectors to do so.
- Open the dayroom doors in the downtown jail to allow the minimum-security inmates to move around. More akin to the direct supervision model.
- **Improve visiting space**, make it family/child friendly, consider going to video visiting.
- Storage is insufficient; try using temporary storage pods.

Recommendations/Conclusions (in Appendix Pages):

- "The downtown facility is not large enough to serve as the sheriff's office of operations."
 - "...the needs of the Sheriff's office have grown and the current facility cannot accommodate these needs." (Appendix page 70);
- "The cost" of modifying the downtown jail for adequate supervision is "impractical". (App. page 75)
- ILPP recommends that the downtown jail be abandoned; supervision is restricted and costly (App. page 90).

The Sheriff's Office has already acted on several of ILPP's recommendations. They have a.) moved the females to the Satellite Jail, b.) opened the dayroom doors between adjacent cellblocks G and H at the Downtown Jail to reward minimum inmates with more movement freedom, and c.) initiated a new inmate classification system and housing plan. They have not yet been able to add staff or make other improvements, some of which await the conclusion of this master plan effort.

Further, this effort will produce the long-range master plan that ILPP recommended and will address many of their other recommendations that could not otherwise be accomplished with current facilities.

Community Justice Task Force – June 2013

The Community Justice Task Force (CJTF) was formed by the county coincident with the execution of the ILPP study. Its objective was to evaluate the criminal justice system, make recommendations, and support the efforts of ILPP. It published Recommendations on June 21, 2013 and had many of its recommendations and findings integrated into the final ILPP report. The CJTF report was focused almost exclusively on the criminal justice system and neither evaluated existing jail facilities nor made specific recommendations as to how to develop them. They did, however, make comments about conditions at the jails as reported by others and about the appropriateness of the housing for certain categories of offender in the jails.

Should new physical facilities be needed they recommended that they be focused on **"..appropriate space for delivery of behavioral and health care"** (page 39). They also commented on the poor state of repair found in the Downtown Jail advocating more money in the future for **regular maintenance** (page 61).



RECENT REPORTS – LAW ENFORCEMENT SPACE

The ILPP report determined that there were many space shortages in the law enforcement area. They concluded that they could not be satisfied at the Downtown site.

REFLECTION ON PAST REPORTS – CONCURRENCE & DISAGREEMENT

This report's consultant agrees with many of the basic physical plant conclusions of previous reports. In particular, the consultants agree on the following major points:

- The environment provided by the Downtown Jail is “depressing”.
- The condition of the Downtown Jail suffers from a lack of routine preventive maintenance.
- The conditions in which special needs (mental health and medical health) inmates are confined within the booking areas of both facilities are very inadequate and should be remedied.
- Separate housing for females should be created such that they enjoy true sight, sound and physical separation and privacy from male inmates.
- The Downtown Jail design precludes use of modern supervision/surveillance approaches that involve the constant eyes-on (non-CCTV) monitoring of offenders by staff (direct supervision or indirect surveillance), the most effective way to insure inmate safety and to reduce vandalism.
- The direct supervision model of operations should be adopted if possible.
- The housing at each facility is so uniform in construction and characteristics that it denies inmates tangible physical plant incentives to behave that complement privilege incentives instituted by staff. This limits the overall effectiveness of the inmate classification system.
- The Satellite Jail can be expanded.
- Sheriff's law enforcement facilities lack adequate space, are deficient and have nowhere to grow at the Downtown Jail site unless some or all jail operations leave the site.

This report's consultant also has points of disagreement with the basic conclusions of previous reports.

- The poor environmental conditions at the Downtown Jail are more addressable than previous consultants imagined.
- Architectural changes can be made to alter the Downtown Jail housing pods such that they could be either direct supervision pods or podular remote (indirect surveillance) pods, thus addressing the fundamental security complaint about those pods.
- No cells should be triple-bunked at any time for any reason. This is the most dangerous configuration one can create for the housing of inmates setting up a two-on-one victimization potential.

The consultants will examine these and many other issues during the course of this report including improvements to the Downtown Jail that make it a more viable option for future use than previous consultants envisioned.

However, that is not to say that these improvements will be economically acceptable or result in a staff-efficient facility that attains long-term operational goals. Further, renovations will force the closure of housing pods for months, potentially requiring more expenditures for bed rentals from other jurisdictions to house the displaced inmates.

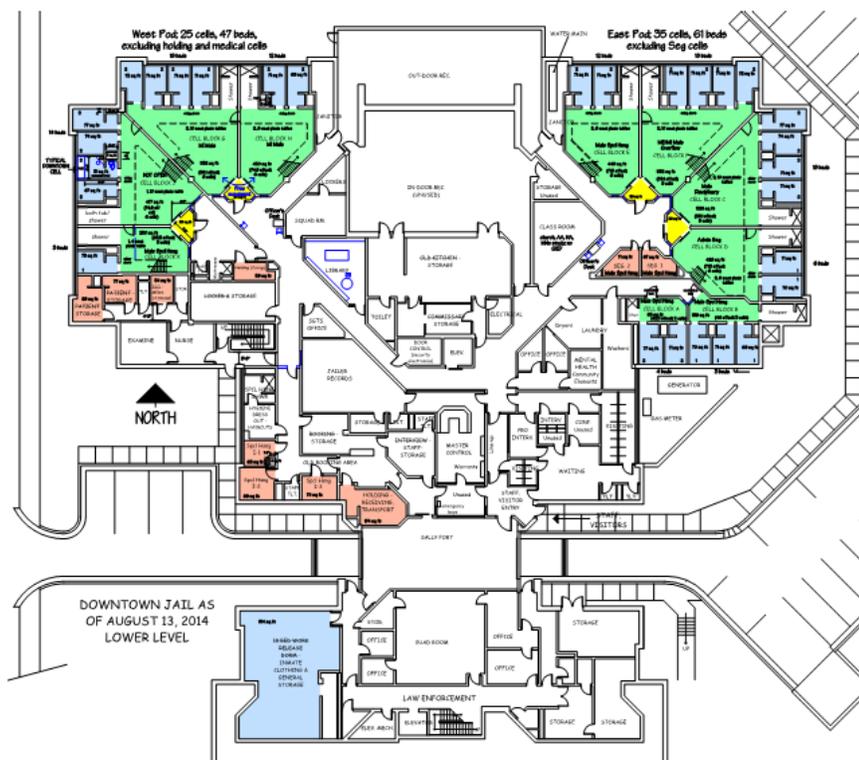


1-C. FUNCTIONAL & OPERATIONAL EVALUATION OF THE DOWNTOWN JAIL

The 34-year old Downtown Jail was built on a limited one square block site across the street from, and not connected to, the county courthouse. It was designed with two primary housing pods, one with 25 single occupancy detention rooms sub-divided into four (4) “cellblocks”, and one with 35 single occupancy detention rooms sub-divided into six (6) cellblocks. The facility also provided one, 18-bed work-release dormitory. If one counts the two segregation cells, one isolation cell and the three medical cells also provided, as has been the county’s historical practice, the original jail bed capacity was **84** beds. The jail was crowded from its first day of operation on and saw no substantial relief until the Satellite Jail was built.

Today the county considers the Downtown Jail to have **131** beds with the additional beds coming from double-occupying single occupancy detention rooms. The actual working total was reduced to **113** when the 18-bed work release area was closed and re-purposed as jail clothing storage after the advent of electronic home detention emptied the space. Cellblock J was not in use at the time of the evaluation which reduced the inmate-occupied housing areas of the jail in August of 2014 to **99 active** beds.

In the Lower Level floor plan seen below, the jail is the top two-thirds of the drawing with law enforcement occupying the lower third except for the work release dorm on the lower left in light blue. In this plan, the detention rooms and the aforementioned dormitory are in light blue, dayrooms serving the detention rooms are in green, cellblock security entry vestibules are in yellow, and short-term holding cells of various types are in orange. The law enforcement and jail portions of the building are separated by a drive-through vehicle sally port.

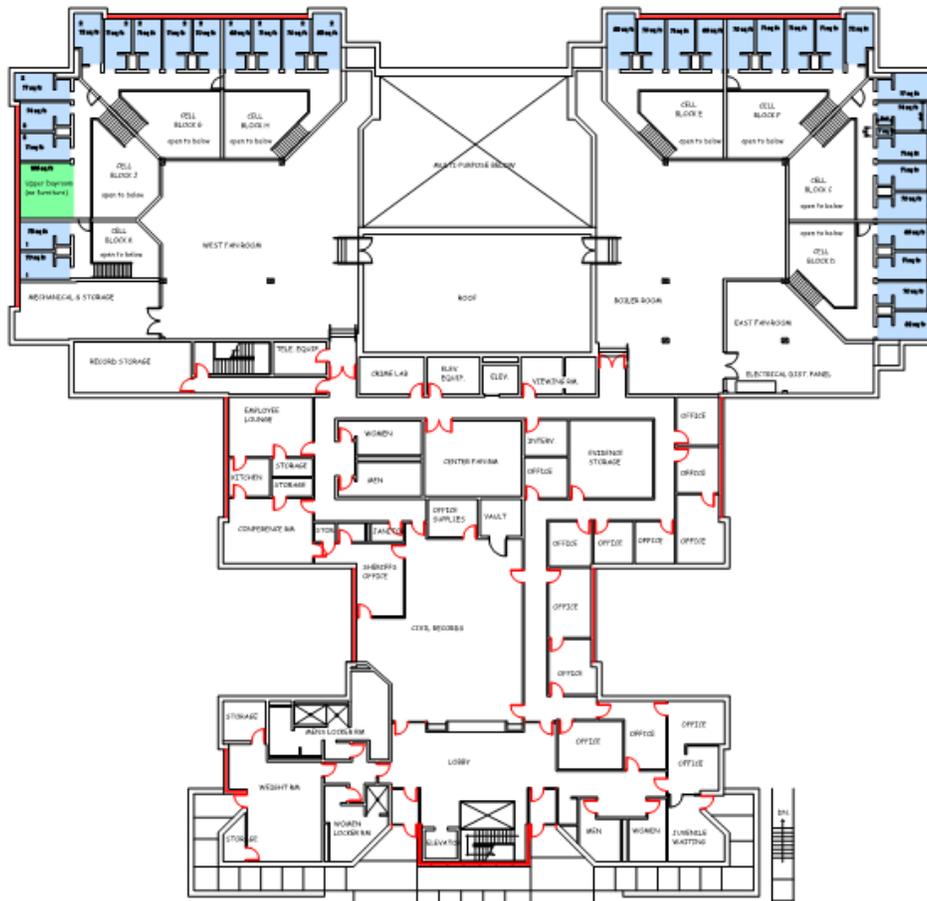




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In the Upper Level floor plan shown below, the upper one-third of the plan is the second tier of the jail housing pods. The second tier consists of detention rooms and a balcony-like walkway. The walkway opens onto, and looks over, a two-story tall dayroom on the lower level. Again, the detention rooms are shown in blue. The jail does not have a true second-floor except that there are mechanical rooms adjacent to the housing pods in second floor space accessible from the second floor law enforcement area. Otherwise the upper-level is dedicated to law enforcement space and public lobby.



The jail site was surrounded on all sides such that it could not be economically expanded. Indeed, the design left the county with no clear path of expansion. It was a closed-end, one-time facility design and construction effort. Nonetheless, 22 years ago this consultant examined an expansion option and found it to be awkward, expensive and unpopular given the land that would have to be acquired and the streets that would have to be closed to make expansion feasible. Though the county preferred an expansion option at that time over a proposed satellite option-- which is why only the expansion option was documented in the Report -- by 1995 the Satellite Jail later became the ultimate response to the Downtown Jail's lack of practical expansion capability.



The following are this consultant's detail security, staffing and functional observations about the **Downtown Jail**.

1. The West and East pod designs **preclude constant observation** of the inmates from a fixed staff post. This severely limits the staff's ability to manage the inmates and prevent, or quickly respond to, acts of violence or vandalism.
2. Inmates with **special needs and mentally ill inmates are housed** in holding cells in the abandoned booking area without ready access to day rooms, showers, telephones, or TVs. Two of the three cells are without access to natural light.



3. The housing is so **uniform in construction** and characteristics that it denies inmates tangible physical plant incentives to behave that complement privilege incentives instituted by staff. This limits the overall effectiveness of the inmate classification system.
4. Detention rooms are **not wheelchair accessible**, that is, none of them are compliant with the Americans with Disabilities Act (ADA) or the Illinois Accessibility Code (IAC).
5. The Downtown Jail receives **food** thrice daily from the Satellite Jail. While a single kitchen makes food storage and production more efficient, it takes additional staff time to do the transports. It also risks the delivery of foods that fail to maintain proper temperature. While the Downtown Jail had its own kitchen it is a very small space that has been abandoned to random storage of files and other items. If the Downtown Jail stays in service in a future County jail system the space should be cleaned-up and reclaimed for other purposes including programmatic purposes. However, the space is not in the direct line of sight of any officer post meaning that surveillance would only be through the more limited means of closed-circuit television (CCTV) or by the less efficient posting of an additional security officer.





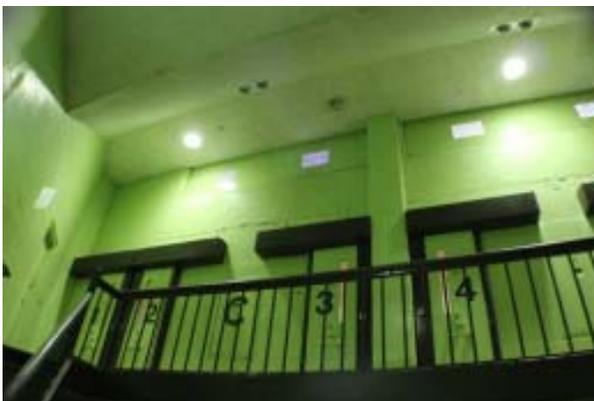
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6. Being unable to use the **indoor exercise** area because of its deteriorating condition, particularly tiles pulling up from the floor, denies inmates routine large muscle exercise opportunities that maintain their health, reduce their stress and make them easier to manage. This is unfortunate because the exercise area is spacious, has ample natural light and is one of the facility's best assets.



7. Should the indoor exercise room be repaired it requires **extra staff** to supervise the inmates. The same is true about outdoor exercise. (Modern designs integrate exercise into the housing pods so that the housing officer already there can efficiently supervise exercise activities.)
8. The **outdoor exercise** area sunscreen is ripping and in need of replacement.
9. Although the amount of **natural light** introduced into detention rooms and day rooms may be considered acceptable per a strict interpretation of some standards, the reality is that there is virtually no psychological or physiological benefit to the inmates or the environment from the minuscule amounts of natural light that penetrate the tiny perforations in the steel-plates superimposed over the original windows. This contributes to the perception of "deplorable" conditions cited by NIC.



10. The **badly worn paint** on walls, doors, stair railings and tables, as well as detention room graffiti, in most cellblocks contribute to the perception of "deplorable" conditions. It should be noted that some cellblocks are cleaner and more brightly painted thus creating a better overall perception.



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11. Security ventilation grilles in cells (see the picture on the right) have been stuffed with “spitwad” to prevent the airflow from unduly chilling inmates in the upper bunks later added to address overcrowding. This not only throws the ventilation system out-of-balance but also contributes to the sense of poor conditions within the jail.



12. **Terrazzo floors** in the cellblock dayrooms have held up very well, and with the use of baseboard trims, contributes to a neater, cleaner appearance.
13. The **dayrooms** in blocks A, C, F & G are far too small, falling well below minimum square foot standards per inmate (23 to 29 sf/inmate versus the standard of 35sf) thus reducing their utility and making it difficult to extract troublesome inmates in conflict situations around compact fixed furniture arrangements. These deficiencies are made worse in the cases of blocks C, F & G by the intrusion of a stairway to the second tier that effectively reduces usable square footage even more.



14. In some of the day rooms the **televisions** are located in positions that make them extremely difficult to view. For example, in the photo on the right the inmate is standing on the stairway because it is the best place from which he can watch the television. Sitting at the table on the lower right to do so would be fruitless.
15. In cellblocks C, D, E, F, G, H and J there are **too few showers** to accommodate the number of inmates housed (cellblock J is closed at this time).



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16. In cellblocks C, D, E, F, G, H and J there is what is believed to be adequate **dayroom seating** for the inmate population. However, as a practical matter the seating is so compressed, and the furniture so ill-conceived in design, that there is actually inadequate functioning capacity for the number of inmates housed. While inmates can conceivably squeeze together to fit in at the tables the seating is not comfortable in that mode and may be conducive to the sort of jostling that leads to fights. When video visiting equipment protruding from the wall is placed close to the table, as shown below, it further limits the seating potential of the table. As a result of this crowding, inmates frequently eat in their cells and spend their time sitting on the mezzanine walkway on mattresses they take out of their cells. This is less sanitary, less safe, and more difficult to monitor. It contributes to the poor environmental conditions cited by the NIC.



Dayroom table intended to seat 8 but which is more practically suited for 4 to 6.

17. While wall-mounted **video visiting** units in the dayrooms save staff time, reduce security risks and provide more ready access for inmates, their placement on the walls of the cellblocks eliminate any and all **privacy** for inmates and their family members (see photo lower left on previous page). Additionally, residual noise from TVs, conversations, showers, intercom announcements and other noise sources further reduce the quality and utility of the visits.
18. In segregation cellblocks A and B the **showers** are **hidden** from remote view and can only be seen if officers enter the cellblocks to inspect them to ensure inmate safety. They should be remotely viewable, especially for these challenging populations. These are potentially dangerous areas where assaults can too easily happen out of staff view, a fact of which inmates quickly become aware. In the remaining cellblocks views from outside the cellblock are generally very good, including views of shower areas.
19. Detention room **plumbing chases** (right) are extremely small and difficult to access for repairs. If a maintenance person drops a tool or part in the chase it would be extraordinarily difficult to retrieve. The chases at the corner cells are impossibly narrow with no effective access.





20. The security vestibules at the entrance to the cellblocks (below) **restrict staff views** and are so small and oddly shaped that group movements or extraction of inmates on stretchers are difficult, requiring that all sets of doors be open which is a violation of standard jail security protocol. Security vestibules are intended to work as a set of interlocked doors which means that when one is unlocked and open the other cannot be.

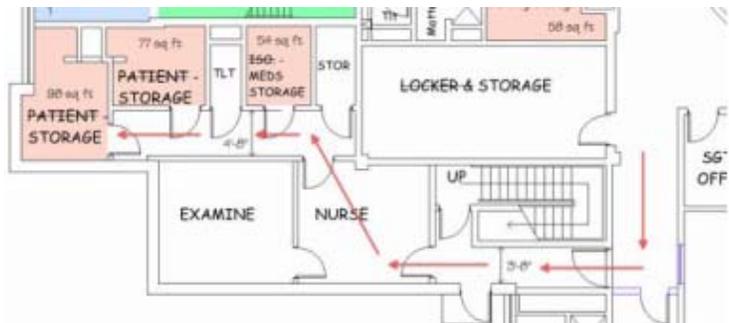


21. The **healthcare area** lacks a proper area for the separate and secure storage of medicines and samples. Additionally, it lacks a proper secure inmate waiting area. Appropriate supplies and equipment storage is lacking and is thus haphazardly stored in a vacant medical housing cell and in an already narrow 4'-8" corridor serving the cells.



22. The medical cells are no longer used which is fortunate because they are in a tucked-away area that **lacks security staff monitoring**. Two of the three have no access to natural light.

23. **Medical cells** are awkward to access in that movement to them must go through a far too narrow 3'-8" corridor, then inappropriately through the middle of the nursing office and finally through a narrow 4'-8" corridor. Also the toilet serving the cells and health care area is too tiny to be of practical use to medically impaired inmates, particularly those on crutches or in wheelchairs, and there is no shower serving the area. None of the doors or door approaches can easily accommodate inmates in a wheelchair, let alone meet ADA or IAC criteria, highly unfortunate for a medical area of any era.





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24. The **library** is one of the truly nice assets of the Downtown Jail. As an incentive to good behavior inmates are allowed to leave their cellblocks and use the library space.



25. The lower level east side staff entry is inappropriately shared with **public visitor entry**. The location of the entry is not obvious to the public since it is totally separate from the main public lobby on the south side of the upper level. It undoubtedly results in many time-wasting and irritating re-directions by upstairs clerical staff. Also, the visitor entry brings the public deep into the staff parking area and adjacent to the secure vehicle sally port door where arrestees are entering the facility. This poses an unacceptable security risk.

26. The **laundry** area is badly organized and too small with inadequate work surfaces and tight, awkward maneuvering room. The washer area is out-of-view in a secondary space behind the dryer room and is difficult to monitor (below: washer area on the left, drying area on the right).



27. There are **multiple spaces** throughout the facility that were essentially abandoned to random staff and storage uses once the Satellite Jail was opened. These spaces are potentially usable for other functions though many are oddly located or oddly shaped to accommodate inmate-occupied functions that require staff monitoring.





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28. There are three points in the jail where inmates are only **one security grade door away** from escape or public areas (outdoor exercise, the medical area and the visitor access area through line-up adjacent to the public/staff entry lobby). Typical practice is to separate inmates from freedom by two interlocked security-grade doors.

29. The jail has a medium-sized **classroom/multi-purpose room** which is very beneficial. However, more program space is needed, and storage serving the space is needed.



30. The **sergeants** managing the facility have only one small office out of which to work.

31. The **jail records area** adjacent to Master Control contains **law enforcement records** as well as jail records due to lack of storage space upstairs. This forces upper level law enforcement staff to waste time and violate the jail security perimeter in order to get the information they need.

32. The **vehicle sally port** used by jail officers to transport inmates between facilities is cluttered with equipment because of a lack of appropriate storage.





1-D. FUNCTIONAL/SECURITY RECOMMENDATIONS FOR THE DOWNTOWN JAIL

For the Downtown Jail to remain a key part of Champaign County corrections for the next 20 to 30 years, it is recommended that the following major changes occur.

1. The West and East **housing pods** needs to undergo **major renovation** to convert them to one of the two forms of constant surveillance approaches available, either direct supervision or podular remote, in order to be acceptable in security terms. Each pod should be staffed on a 24/7/365 basis supported by other Rover staff to provide the needed support and backup to the pods. Either surveillance methodology is far more safe and secure because they provide constant “eyes-on” observation by staff and thus the ability to far more quickly notice and respond to problems.
2. Prior to any major renovation, and **as soon as possible**, the jail capacity should be **significantly reduced** to reduce the overwhelming sense of crowding that was created when second bunks were added to the single occupancy detention rooms. While the population density in almost every cellblock was doubled there were no complimentary increases in dayroom square footage or the number of showers available to the inmates. Additional dayroom tables were added but they were not sufficient to reasonably accommodate all of the inmates at the same time during meals and out-of-cell times. The revised capacities should be that of the **original design**, that is, 25 beds in the West pod (as opposed to the current 47 beds) and 35 beds in the East pod (as opposed to the current 61 beds).
3. Housing of the **mentally ill or any special needs inmate** in the three holding cells in the old booking area should **cease** to occur. If necessary, these inmates can be housed in one of the cellblocks, and to ensure their safety, changes can be made to cut-off access to the upper tier cells (these inmates should be precluded from using stairways and having access to upper tier walkways from which they can leap). If these holding cells are to remain in use the duration of stays should be limited to 48 hours and should be focused on the short-term holding of those to be transferred to other facilities, including routine trips to the courthouse.
4. The **two segregation** cells within the East pod should no longer be used for long-term stays in that they are not supported by any dayroom or shower space. Instead they should either be abandoned or used strictly for short-term stays of 0 to 48 hours.
5. The **security perimeter** of the jail needs to be modified to ensure that every exit point is through an interlocked double-door system with an emergency interlock override capability.
6. Security cell and dayroom **windows** should have the steel plates removed, have the glazing replaced with modern, more penetration-resistant products, and provide appropriate security frame protections over large glazed dayroom panels so that natural light is securely re-introduced into the housing units as originally intended. View conflicts with people on the outside from within the detention rooms can be controlled without sacrificing the amount of natural light provided by the original openings. These changes will go a long way toward eliminating the “depressing” conditions cited in previous studies.
7. To eliminate access to the **dayroom glazing**, the sliding cell doors, and, most importantly, the mechanical boxes above them which allow access to the glazing panels, should be removed in deference to new swing-type security doors (applies to cellblocks C, D and K). This would also reduce maintenance costs because the sliding doors are constant maintenance problems.



8. Virtually all wall, door, food pass, cell diffuser, stairway, stair railing and detention furniture **surfaces need to be repaired, cleaned, primed and painted** in each cellblock and housing pod area. This too will go a long way toward eliminating the perceived "depressing" and "deplorable" conditions of the jail.
9. New **artificial lighting** fixtures will not only improve the appearance of the cellblocks but will attain higher energy efficiency and produce better light.
10. The **security control system** needs to be upgraded to a more modern programmable computer-based system.
11. **New or expanded healthcare space** must be created to include such things as a discrete exam room, a nurse's office, an inmate waiting area, secure records storage, a secure medications room, and an emergency equipment storage room to accommodate crutches, wheelchairs, special toilet seats, defibrillator, stretchers and the like.
12. **Unused space**, such as the old Kitchen and Commissary rooms, needs to be cleaned up and re-purposed for inmate **program and support activities**. New closed-circuit television (CCTV) monitoring systems will need to be installed in the spaces because none of them is within the direct "eyes-on" view of any existing fixed staff post. Nonetheless, many of the purposes for which these spaces might be used may require the posting of an **additional officer** to ensure the safety of the inmates and the service providers.
13. The stored items in the **offices** near the community mental health office need to be cleaned-up and be made available for additional programmatic and mental health personnel or activities.
14. The floor of the **indoor exercise** area should be repaired so that the space can once again be used. The walls of this area should be cleaned-up and re-painted and the ceiling replaced.
15. With the exception of disciplinary detainees and inmates posing special security risks, **video visiting** accommodations should be moved outside of the cellblocks and into space that provides needed privacy. Keeping them in the dayrooms would be better and more convenient but there is no room to do so such that inmate privacy and sound control can be attained.
16. The **staff squad room** and lockers need to be improved in quality and utility for the staff including providing toilets and shower facilities. Given its location deep in the facility adjacent to the West pod the current space would be better converted to program uses. The staff spaces might be accommodated near Master Control in abandoned booking areas where it is closer to the staff entry.
17. The facility in general needs to be cleaned-up with its various items of **storage** better organized and placed on proper shelving or storage devices.
18. As a matter of safety, space near the **vehicle sally port** for the multiple items inappropriately stored there must be created.



CONCEPTS OF DOWNTOWN JAIL HOUSING POD CONVERTIBILITY

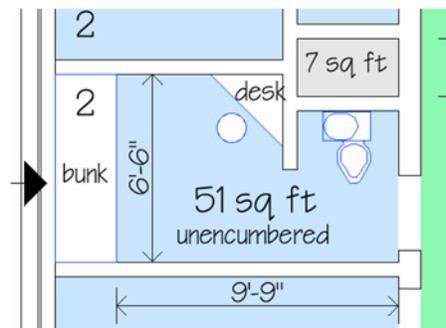
Consistent with the first recommendation in the previous section the consultant examined the convertibility of pods and verified with the structural engineer that certain cellblock walls could be removed because they did not bear the weight of the facility. Three design concepts were examined each of which provides the constant staff supervision or surveillance capability advocated by this consultant as well as consultants from ILPP and the NIC. Each concept results in different bed capacity capabilities. One requires that detention rooms revert to single occupancy and others allow the detention rooms to be double occupied. The key is the amount of dayroom space, dayroom seating capacity and shower capacity provided. Each option is compliant with current Illinois jail standards, the Illinois plumbing code and the standards of the American Correctional Association (ACA) in their [Performance Standards for Adult Local Detention Facilities](#), fourth edition.

The ACA standards were developed by professional consensus, have been honed over decades of use and have been widely copied by many states. Legally, the standards are voluntary but are routinely cited by experts in jail lawsuits. The Accreditation process based upon them is thought by many to offer liability protection and to raise the professionalism, safety and security of facility operations, all worthy goals.

Downtown Jail detention rooms have sufficient square footage to be double-occupied per both Illinois and ACA standards. ACA standards, for example require 50 sf of unencumbered space in double-occupied detention rooms, based upon 25 sf of unencumbered space per occupant. Unencumbered space is defined as floor area not covered by bunks, desks, stools or other furniture and equipment.

The diagram to the right illustrates the amount of unencumbered square footage available in the Downtown Jail detention rooms. The unencumbered square footage is represented by the light blue area.

In each concept studied the fronts of the cellblocks and the entry vestibules are removed. Each option assumes new dayroom furnishings adequate in seating number to accommodate **all** inmates housed in a cellblock. In some cases additional showers are created to allow additional bed capacity. In all cases the concepts represent a significant amount of renovation that will not only affect walls but affect mechanical system distribution, lighting control and distribution, and security systems. However, these options demonstrate buildable solutions to address the major supervision and surveillance deficiencies that exist.



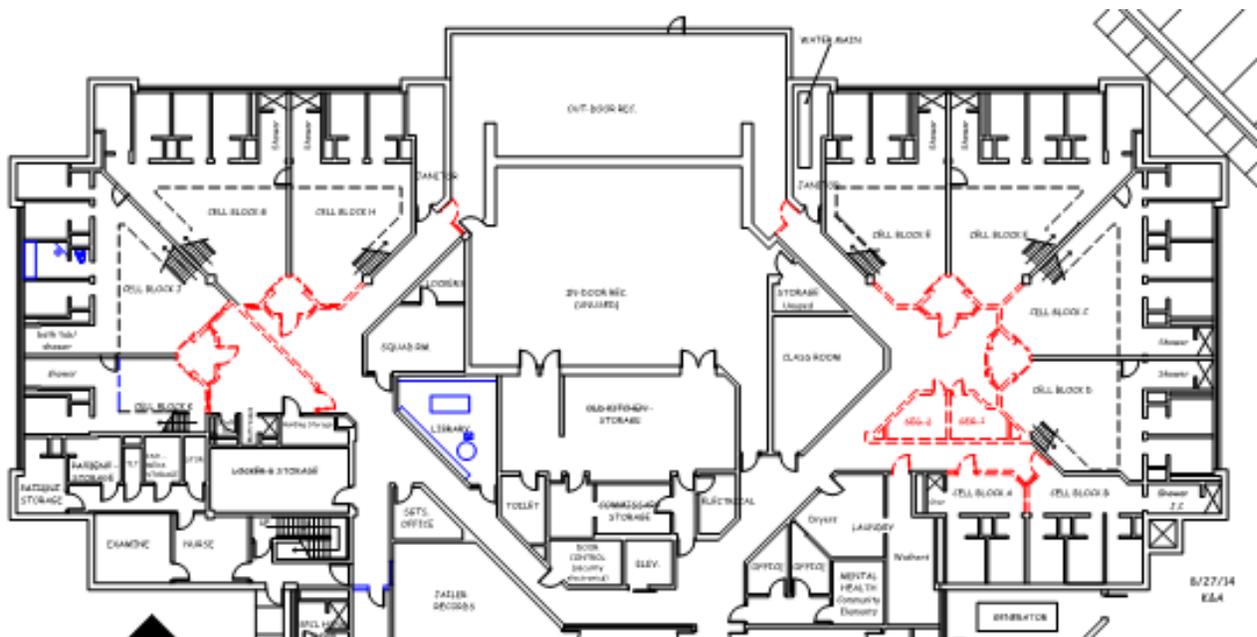
It is critical to note that while any work re-modeling the housing pods is commencing all inmates would have to be vacated from this area. If they cannot be absorbed at the Satellite Jail in either existing or new housing pods built as the first phase of phased project then the county will have to pay to rent beds from other jurisdictions and pay transport costs.



Pod Renovation Concept 1 – Podular Remote Surveillance, Minimum Change

This concept examines making the least amount of change by only modifying the fronts of the cellblocks and the entries to them. As a result, the dayrooms are essentially the same size and there are no additions of showers. As a result, single occupancy detention rooms are assumed so that the capacity of this option is only 25 beds in the West pod and 40 beds in the East pod including five segregation detention rooms for **65** total. The inmate-to-staff ratios are not efficient particularly in the 25-bed pod. Detention rooms and showers remain non-compliant with the ADA and IAC.

Below is a drawing which shows wall demolitions in dashed red lines so that the reader can get an idea of what needs to happen first. From a strictly architectural viewpoint, the pods could be renovated at different times so as to minimize bed rental and transportation costs. The demolitions shown below are more extensive in the other two renovation concepts.

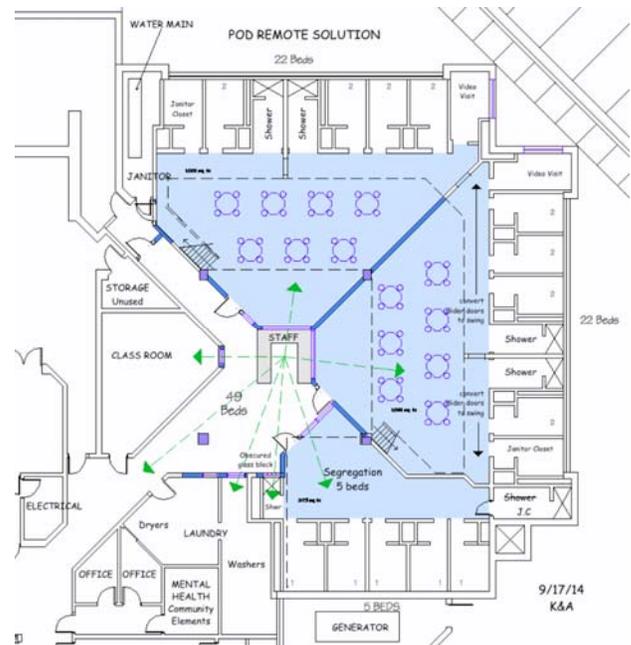
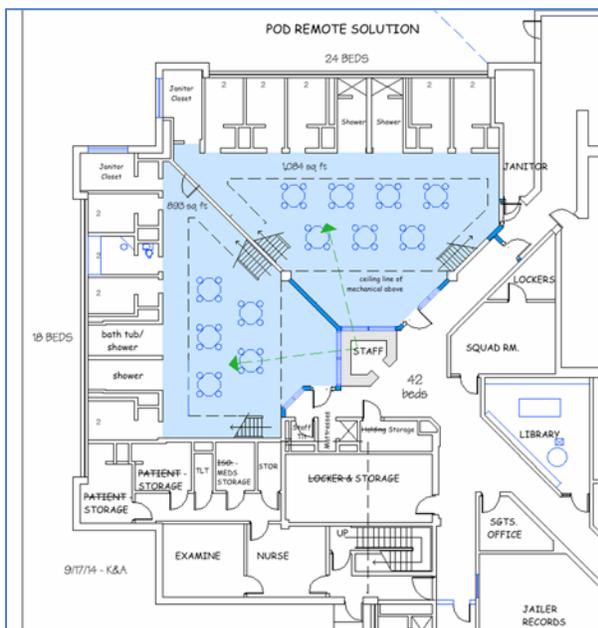




Pod Renovation Concept 2 – Podular Remote; Renovation Allowing Double Occupancy

This concept is more aggressive in the extent of demolition and renovation proposed. It proposes merging four cellblocks in each pod into two in each pod. The goal is to increase the amount of dayroom square footage to the point that it complies with current Illinois and ACA dayroom standards per occupant assuming all detention rooms are double occupied. This increases the overall capacity of the two pods to **93** thus creating minimally efficient inmate-to-staff ratios. The West Pod has 40 beds and the East Pod has 48 beds plus a 5-bed segregation cellblock. The number of showers are also increased to satisfy the ratio of one shower per every eight inmates required by the Illinois plumbing code (see Illinois 890 Appendix A, Table B). Below is an example of the finished concept as developed in the West and East pods which appear on the left and right respectively.

As with the preceding concept, Concept 2 provides two exit paths out of the Housing pods.



In this solution, the intrusion of the mechanical room above the center core of the pods restricts views of the upper tier cells, and eliminates views of the clerestory windows from the control position.

As a result, the consultants would not recommend this solution as a viable renovation option.

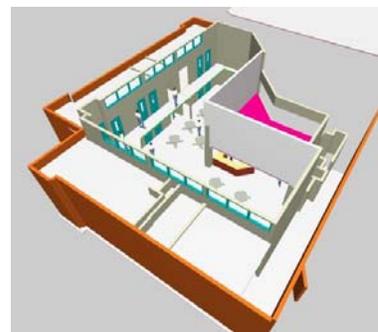
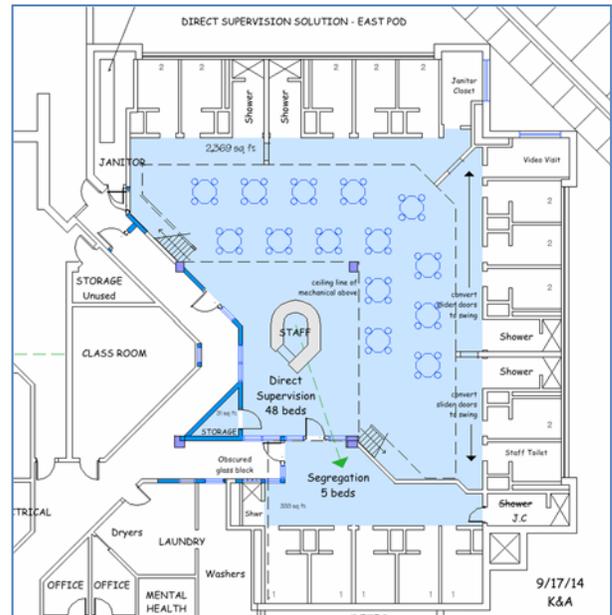
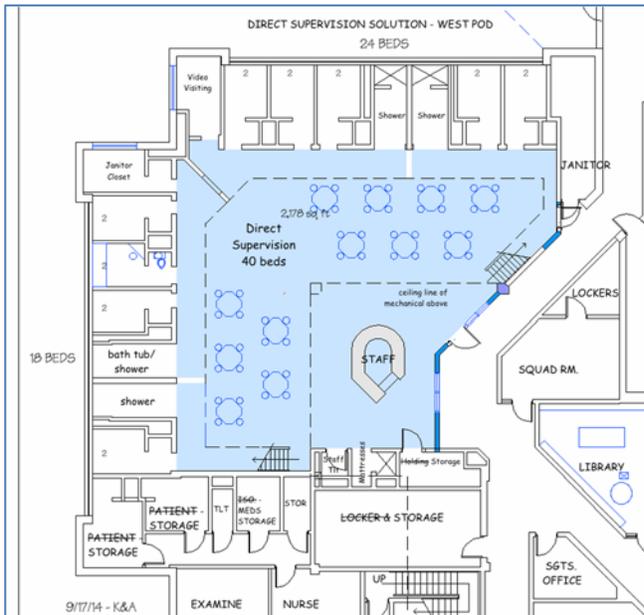




Pod Renovation Concept 3 – Direct Supervision; Renovation Allowing Double Occupancy

Concept 3 is the most aggressive of all essentially clearing the center core and dividing dayroom walls of the housing pods so that large direct supervision pods can be created. Additional showers are required as noted before as are ADA compliant detention rooms. By creating one large pod on each side of the jail, the amount of dayroom space is maximized thus resulting in the greatest capacity feasible. **93** total beds are developed in this concept. It includes a 40 and a 48-bed pod, pods which are minimally staff-efficient.

In addition to the East direct supervision pod five single occupancy segregation beds are associated with it as well. The 93 total beds of Concept 3 contrast well with the 65 beds developed in Concept 1 and equal the bed count of Option 2. This solution is the best of the three solutions in terms of capacity attained, supervision and security characteristics realized, and the quality of housing space created. However, **this concept does not address the Special Needs and Female housing priorities** of the County, though it does meet the direct supervision recommendation of ILPP. Thus it is of dubious value operationally, even though being attractive architecturally, and is **not recommended**.





Pod Renovation Concept Summary

Each of the three concepts explored above are feasible in terms of construction. However, there are significant costs that pertain to each and there is significant variability in **staff efficiency**. Staff efficiency is critical because over a 20 to 30 year life cycle, depending upon one's cost structure, staff and operational costs can outweigh construction and financing costs by a factor of 10 to 1. The feasibility of these concepts not only depends upon the renovation and staff costs involved but also upon which of them best matches the **capabilities needed** to accommodate the county's inmate classification and separation system.

One key staff efficiency concern is that the **exercise areas cannot be attached** to the renovated housing pods in any of the concepts shown. That means that inmate time in the exercise areas will require the assignment of **additional staff** to supervise them in addition to the housing pod officer. By contrast, exercise areas would be integrated into any new housing pods designed, just like they are at the Satellite Jail facility, so that the housing pod officer can also supervise exercise with no additional help. This would also be true with any other activity that might otherwise be associated with the pods such as counseling, sick call and visitation all of which are frequently routine parts of new housing pod designs.

In the context of the county's current challenges it is important to note that in spite of the preceding pod renovation possibilities identified above *none of the existing housing pods in the Downtown Jail can be made to be suitable for the housing of special needs inmates*, particularly the mentally ill and inmates with serious medical issues including the need for medical isolation. Such housing needs to be developed in a single occupancy mode on a single level rather than in the double occupancy mode within double-tier settings characteristic of the current Downtown Jail. **New space** at the Satellite Jail site would be required to meet these needs because of the available space there and because the Satellite is designed to be expanded (unlike the Downtown Jail).

In that providing proper accommodations for Special Needs inmates is the County's highest housing priority, closely followed by providing appropriate housing for female inmates, the solutions studied above, while architecturally feasible, are not responsive to the County's primary needs. The higher staffing needed is a clear negative as well. These options should be pursued only if the county somehow decides that preservation of the facility and its renovation must be its final position. Otherwise, new pods at the Satellite Jail are the clearly superior option.



1-E. FUNCTIONAL AND OPERATIONAL EVALUATION OF THE SATELLITE JAIL

The Satellite Jail is located in Urbana on Lierman Avenue near the Brookens Administrative Center. It was opened in **1996**. Though it is a satellite to the Downtown Jail, it has taken on many centralized responsibilities that serve the Downtown jail and replaced some of the Downtown Jail's original capabilities. It provides central healthcare, food service, intake, release and inmate property storage functions. It also serves as the administrative center of the jail system accommodating the jail captain, jail lieutenants, classification staff and support staff. Therefore, it is clearly the "main" jail facility in the County.

The Satellite Jail provides **182** beds of housing capacity plus 11 short-term holding cells in the booking-intake area. Due to a lack of appropriately designed housing capabilities in the cellblocks, some mental health and special segregation inmates are housed in intake holding cells for long periods of time. The actual designed capacity of the facility appears to be 170 beds with the additional 12 beds coming from adding fourth bunks to 3-bunk sleeping alcoves in two of the B pod cellblocks. At the time of this evaluation, all cellblocks were open and occupied.

All housing is concentrated in two (2) separate housing pods with the A pod (north) rated at 82 beds and the B pod (south) rated at 100 beds. Six of the total eight cellblocks within the pods are designed for **double-occupancy detention rooms** with the exception of eight rooms that are single occupancy because they are ADA accessible rooms. Two of the eight cellblocks are designed in a **dormitory style** although the total capacity of each cellblock is subdivided into four-bed sleeping alcoves. The alcoves resemble detention rooms without their front walls and doors as opposed to being an open dorm with all bunks in a single space (see cellblocks B-2 and B-3 on the floor plan seen on the next page).

All housing is developed in **double-tier style** which means that an upper set of detention rooms is stacked upon a lower set of detention rooms. Both upper and lower sets share, and open onto, an adjacent two-story dayroom space. The upper set of detention rooms are accessed by an open-riser (see through) stairway and a mezzanine walkway open to the dayroom below. Dayrooms are where inmates take their meals and spend most of their days.

The pods were basically laid out to facilitate the constant eyes-on **podular remote style of surveillance** where the walls dividing the cellblocks converge on a single point in the center, thus theoretically eliminating all blind spots *if* staff are positioned in the middle.

The jail essentially operates on a single floor with the upper level mezzanine housing being the only operational space above the first floor. However, the mezzanine is served and accessed through the first floor rather than being a separate floor.

Unlike the Downtown Jail, the Satellite Jail **was designed to be expanded**. It can grow most easily to the east but can also grow to the north and the south, although some parts of the exterior site (roadways, fenced areas) would have to be altered to allow northern and southern expansion. Western expansion could occur but is less likely because of the lobby and the parking there.



The lower level floor plan of the Satellite Jail is shown below. The upper level consists only of the upper tier of the two-tier cellblocks and two mechanical rooms.



The following are this consultant's detail security, staffing and functional observations about the **Satellite Jail**.

Intake-Booking-Release area comments:

1. Inmates with **special needs and mentally ill inmates** are housed in holding cells in the booking area without ready access to day rooms, showers, telephones, or TVs. This practice complicates and makes far more difficult the job of booking staff there. All of the cells are windowless thus denying the inmates access to the space relief and benefits of natural light.





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2. None of the existing housing pods can be made to be suitable for the housing of special needs inmates, particularly the mentally ill and inmates with serious medical issues including the need for medical isolation.

3. The **pipe chases** serving the plumbing in the holding cells (picture at right) are small with an exceptionally tiny access panel. This makes it nearly impossible to work in the chase and makes it exceedingly difficult to retrieve any tools dropped in the process.



4. The **environment** created by the **holding cells** is poor starting with the sealed concrete floors, which can never be made to look clean, and with no transitional baseboard trim between the walls and the floor. This makes the joints dirt collectors that are difficult to clean.
5. Due to a lack of storage near the **Vehicle Sally Port**, the Sally Port itself becomes cluttered with items that become obstacles and potential weapons to be used by arrestees against officers (see picture below left).



6. The **pre-book area** of intake created in the arresting officer work area between the sally port and intake because of a lack of working space in the intake area itself denies adequate working space to the arresting officer (see picture above right).
7. Because there is no room in the Pre-Book area for the arresting officer, the **sobriety test equipment** often used by arresting officers is deep within the intake area. Thus arresting officers inappropriately enter the intake area. This is contradictory to the goal of having a clean hand-off of arrestees by arresting officers prior to intake so that all problems encountered on the street can be left behind thus making the intake experience more calm and safe.



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8. A good feature of the intake area design is the **openness** created by the plentiful glazing between the vehicle sally port, the pre-book area and the intake area. This opens the sense of space, reassures arrestees about where they are going and ensures the arresting officer that they have backup (picture on the right).



9. The intake areas lacks **pass-through cells** between the Sally Port and the intake area that allow troublesome arrestees to instantly be secured without having to wrestle the arrestee through several sets of security doors.

10. The booking officers must awkwardly and uncomfortably **straddle file cabinets** to sit at their booking stations and face the arrestees (picture on the right).



11. The **identification area** in intake is improperly located behind the booking stations and is too small. It should be a larger discrete area outside of the booking station area (see picture below left).



12. Due to a lack of appropriate support spaces, the **booking station area is cluttered** with all manners of things including open records, open indigent inmate supplies (soaps, razors etc.) and medical equipment. Most of these items should be organized into discrete spaces where the materials can be secured and can better serve the purposes for which they are intended (see picture above right).



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13. The intake area lacks a discrete set of spaces for **admitting arrestees into residency**. For example, showers, dressing areas, inmate supplies and inmate clothing should be in one area together separate from the booking-holding areas rather than scattered around the intake area and behind the booking stations.
14. The **inmate property room** in intake is overcrowded and needs more space and/or more efficient inmate property storage equipment. Additionally the property room, which should be a secured space just for property, inappropriately accommodates restraints and emergency medical equipment (wheelchairs, walkers, crutches and so forth). These should be in separate spaces. See the two pictures below.



15. The **open waiting** area in intake (outlined in red on the right) also serves as a pseudo-dayroom for those inmates who are doing long stays because of either their mental health condition or because they were removed from the cellblocks for disciplinary or administrative segregation reasons. While it is a kindness to relieve their isolation by providing access to this poorly defined area it also puts them in the middle of sometimes chaotic action and provides phone calling and visiting with absolutely no privacy or sound isolation.



16. The intake area lacks a discrete set of spaces, and a route, for **release** that is separate from the booking-intake area. Consequently all inmates being released or being transported to court (10-20 at a time) must go through the heart of the intake area. This creates a chaotic situation with arrestees being booked, the arrestees/inmates being held in the holding cells, and arrestees sitting in the exposed, open waiting area. It increases the already significant pressure that booking officer's experience in this area.
17. One positive is that there is a dedicated **release vestibule** between the intake area and the public lobby. However, it is not monitored by CCTV as all exits from the secure perimeter should be.
18. While the existence of a **video court appearance** area is a definite plus it is mis-located in a remote corner of the intake area. Its location requires that any inmate coming from one of the housing pods to the video appearance



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area must move through the middle of the intake area to get there. It is more properly located in between, but separate from, intake and the housing pods.

19. There is a general **lack of storage** in the intake area leading to beds and other materials to be left in corridors, which is unsafe (see the picture on the right).



20. While having a **Sergeant's office** located in the intake area places it near where much of the action is, it is inappropriate to also have the officer's squad room functions in the same space. Additionally, even if this was thought to be a good location for squad room type functions the space is far too small to accommodate this and the sergeants (see the picture below left).

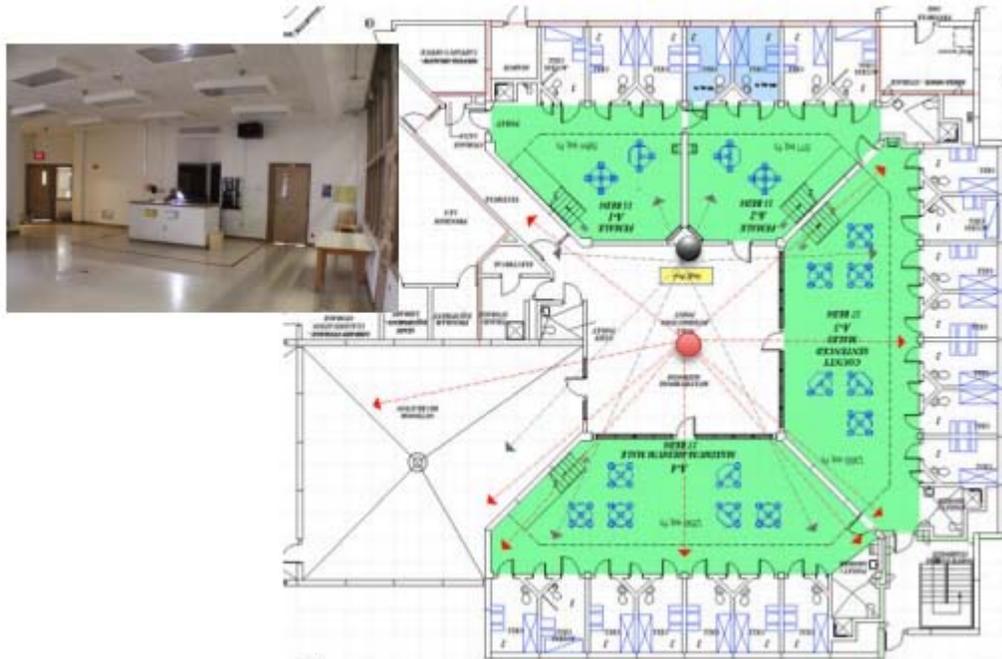


21. The badly worn paint and **floor and ceiling surfaces** throughout the facility contribute to the perception of "deplorable" facilities. The use of blotchy sealed concrete floors (cracked in many places) and difficult to clean untrimmed wall/floor joints also add to general perceptions of uncleanliness (see the picture above right). Oddly, the janitor closets have a far superior terrazzo floor finish.



Comments about Housing Pod A:

22. The housing is so **uniform in construction characteristics** that it denies inmates tangible physical plant incentives to behave that complement privilege incentives instituted by staff. This limits the overall effectiveness of the inmate classification system, a system which depends on operational and physical plant rewards for good behavior.
23. Housing Pod A appears to have been designed in a podular remote fashion. However the **officer station** is not at the intersection of the dividing dayroom walls (the point which facilitates full views of the cellblocks) because units A-1 and A-2 have **solid dayroom fronts** so that female inmates can be housed in this otherwise male area. As a result, the officer station is backed up against small view windows into these two cellblocks thus losing the full views needed of pods A-3 and A-4 and the outdoor exercise as well. Thus, there are significant **blind spots** from the officer post. In the drawing below, the gray dot and yellow rectangle identifies where officers are now stationed. The red dot is where the post should be to take advantage of the podular remote concept. The photo below shows the current officer station.



24. Even if the staff post was properly located at the intersection of the walls there would still be significant blind spots in cellblock **shower areas**. Shower areas are places where incidents frequently occur since all inmates have access to them (see the image to the right where the showers are unseen in the corner spaces and where **toilets are inappropriately seen in full** [and circled in red]). The consultant knows of at least one successful suicide that has occurred in these un-viewable shower areas.





25. **Toilets** in the bathroom areas of some cellblocks are **fully exposed** from the outside of the cellblock, as shown above, but actually should be screened because the inmates have absolutely no privacy. This is unnecessary from a security standpoint and highly inappropriate and particularly since toilets are exposed to officers of the opposite gender.
26. The **shower-toilet areas** need paint and cleaning although, again, use of the sealed concrete floors prevents them from ever looking truly clean.
27. There are **only eight single occupancy cells** (4.4%) in the entire jail (excluding booking holding cells). The American Correctional Association (ACA) standards requires that at least 10% of the capacity be in single occupancy and that single occupancy be used for all special needs and special security inmates.
28. **Maximum custody** inmates are in **double-occupancy** detention rooms in cellblocks A-4 and B-4. This is another inmate classification that should be restricted to single-occupancy because of the threat and the risks that they pose.
29. There are **insufficient seats and tables** in the dayrooms for each inmate housed. Therefore, inmates sit on stairways, stand on mezzanine walkways and block mezzanine walkways when they sit on them. Many will eat their meals in their cells, on the stairways or on the walkways for a lack of seating. This increases sanitation problems, increases cleaning challenges, sets the stage for conflicts and creates a sense of crowding that is counterproductive. See the picture on the right.



30. While it is a good thing to extend the privilege to inmates of having a large amount of **personal possessions** in their detention rooms, the lack of storage capabilities makes the detention rooms constantly cluttered with extra stuff on any available surface (see the picture below left).



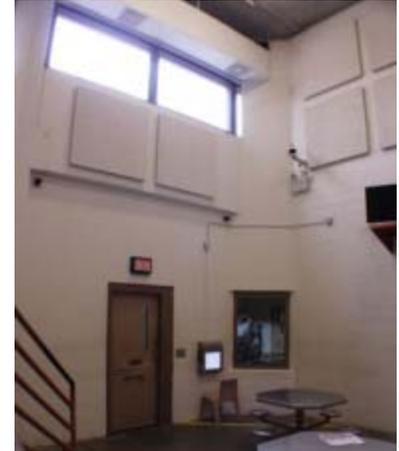
31. Inmates in some detention rooms are blocking ventilation grills with **"spitwad"** thus impeding air circulation and creating a strong sense of uncleanliness (see the picture above right).



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32. Dayroom **natural light** is plentiful thanks to large clerestory windows at the face of the dayrooms (they provide the amount of natural light that the Downtown Jail dayrooms windows would if they hadn't been plated over). See the picture at right. However, there are no windows in the detention rooms.



33. It is a distinct positive to have the large **outdoor exercise** areas associated with each pod. However, there is no comparable **indoor exercise** space, a space that would be used far more often than outdoor space given Illinois weather. The outdoor area needs to be re-painted (see the two pictures below).



34. The **ADA accessible cells** have accessible detention-grade combination toilet-lavatory fixtures. However, the associated grab bars pose a particular danger in terms of potential suicides.





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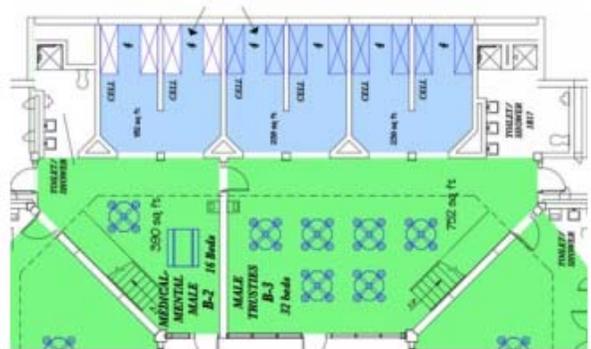
35. There is insufficient **housing pod storage** which is why bunks and other items are stored in the center core space between the cellblocks (see picture at right).



36. While it is a positive to have **video visiting** equipment in the cellblocks, the equipment affords the inmate no privacy and exposes them to many competing noise sources from within the cellblocks.
37. **Televisions** within the cellblocks are mounted so high above the floor that watching is difficult from the ground floor thus encouraging inmates to watch from stairways and upper tier walkways. These are areas where most facilities tell inmates not to stay for security and safety reason unless they are simply moving from detention room to dayroom and back.
38. The **doors in the dayrooms** walls between cellblocks are good in that they facilitate efficient officer movement doing guard tours. However, they also facilitate the transmission of sound and conversation between cellblocks that becomes a problem when inmates of different custody levels are adjacent to each other, when males and females are in adjacent cellblocks, or when co-defendants are in adjacent cellblocks.
39. The pod **janitor closet** is of a very useful size.

Pod B comments to the extent they are different from Pod A comments (they are similarly designed and have many of the same issues):

40. Though Pod B is a pod with all of the dayroom faces fully glazed and open to view from a central intersection point (unlike Pod A) the **staff post** is nonetheless off to the side. Consequently, there are unnecessary blind spots in the cellblocks and the exercise area from the post.
41. **Dayroom tables** are especially insufficient in number in cellblock B-2 for medical and mental health inmates and cellblock B-3 for male trustees. B-3 for example has a capacity of 32 inmates but tables and chairs for only 24. Both dayrooms feel especially crowded because of the extremely high density of inmates housed compared to the amount of dayroom tables and dayroom space available. The B-2 dayroom averages only 24 sf/inmate (including the space under the stair) whereas the standards call for 35 sf/inmate. See sketch at right.





42. Based on the all double-tier design of the facility, **mental and medical health** classified inmates are of necessity inappropriately housed in a two-tier setting. Given their instabilities they are more appropriately accommodated by single level housing space. Because of the drawbacks of the double-tiered designs throughout the Satellite the staff choose to house as many of these inmates as possible in the single level booking area holding cells.
43. **Cellblock B-2** for the medical-mental inmates has a particularly restricted view from the officer workstation.
44. **8-1/2" x 11" notices** that are posted on the dayroom windows of pods B-2 and B-3 substantially block remote views into the cellblocks. This is less problematic for B-3 because they are trustees but it is far more troublesome for the medical-mental inmates in B-2.

Miscellaneous observations:

45. The **visiting** areas on the Pod A side of facility offer limited privacy.
46. The visiting area on the Pod B side for **public video visiting** is too small and provides too little privacy for family members. (The public side of visiting as seen from the inmate side appears at right.)



47. There is no **contact professional visiting** space in the facility. Non-contact space is provided but the security stool on the inmate side is too low and distant from the middle of the space to be either comfortable or functional (see the picture below on the left). In some cases professionals visit with inmates in the center core of the housing pods which totally eliminates privacy since all inmates in the cellblocks can watch them (below right).



48. There is a **lack of storage** throughout the facility that leads to the storage of things in egress corridors. Egress corridors should have nothing in them that potentially impedes emergency exiting.



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49. **Master Control** is nicely located in the center of the facility where it can directly observe the medical area, the classroom, corridor movements, the public lobby and visiting. The one downside of this 360° visibility is that the public can see through Master Control into some of these inmate-utilized areas.
50. Program space consists of **just one classroom** which is too little for the needs of the inmate population. In the original design the large center cores of the housing pods were meant to provide additional “multi-purpose” program space. However, the concept did not work and the spaces are not used for any programming purposes except for the professional interviews noted above.
51. The **library** is in one small storage space accessible only through the one program-classroom area. It is too small for the number of volumes stored.



52. The **healthcare area**, while nicely located from a security and accessibility point of view, is far too small for the services rendered. The area lacks a separate secure inmate waiting area, its needed second exam room has been taken over for barely adequate medical records storage, and the pharmacy is too small. The exam room that does exist is far too cluttered with items that should be stored elsewhere. The area is badly in need of additional storage and should have an inmate toilet appropriate for specimen sampling within the confines of the area. Additional office space is also needed.



53. While it was an excellent change to add a **classification officer**, it is unfortunate that classification staff are crammed into one small L-shaped space originally intended for storage which in turn compounds the problem of insufficient storage in the facility.



54. The **kitchen** seems adequately sized in general but needs more storage and a trash/re-cycling area (see picture below on the left). It needs to be cleaned-up and re-painted.



55. A **commissary** was added to the back of the kitchen's dry good storage room and is inappropriately located there (see picture above on the right behind the collapsible screen). It reduces dry goods storage space and should be located in a separate area remote from the kitchen. It is highly vulnerable to theft.
56. **Trustee dining** is located in a small room at the most remote corner of the kitchen and is thus extremely difficult to observe and control.
57. The **laundry** is far too small particularly after it lost its linen storage to the program office. It will become even more inadequate if and when the Downtown Jail is closed and must then accommodate the laundry of a much larger population.



58. The laundry lacks a weighing area, an area to store laundry carts and sufficient floor area to manage loading and unloading carts and loading and unloading washers and dryers. Linen storage is woefully inadequate again probably because the linen storage space was taken over for other needs.
59. The former linens space provides ample space for **programming** staff.
60. Two lieutenants are crammed into an **office** suitable for just one.
61. **Support staff** are located distant from the captain's office and the lieutenant's office.



62. The facility lacks an **administrative suite** that is accessible to both the public and jail staff, and which provides a conference room, supplies storage and a copy-equipment center.
63. It is a positive for the facility that there is **staff support space** including a staff entry, a staff lounge/break area, and staff lockers. The staff entry is a secure entry that ought to be supported by CCTV monitoring. However, male locker space is insufficient.
64. It is also a positive that an office has been designated for **mental health staff** though it would be better if it were near the intake area and the housing pods.
65. It is another positive that space has been found off the lobby for the **electronic home detention** program. It would be better if it were accessible from within the jail perimeter for ease of staff access.

1-F. FUNCTIONAL/SECURITY RECOMMENDATIONS FOR THE SATELLITE JAIL

For the Satellite Jail to remain a key part of Champaign County corrections for the next 20 to 30 years it is recommended that the following major changes occur.

1. The **dayroom faces** of cellblocks A-1 and A-2 should be opened up with new security glazing so that a Podular Remote view into the cellblocks and the exercise area can be attained from a relocated staff post in the middle of the center core at the intersection of the dayroom wall lines.
2. The **staff post in Pod B** should be relocated to the middle of the center core area at the intersection of the dayroom walls so that staff have a true and full podular remote view into all of the cellblocks and the exercise area. If possible, the dayroom wall dividing cellblocks B-2 and B3 should be demolished since it is the only dividing dayroom wall not angled toward the intersection point.
3. New and appropriately designed housing for **mental health inmates, medical health inmates and special segregation inmates** needs to be developed so that they are no longer held in the inappropriate conditions they now experience in the booking area holding cells.
4. New and separate housing should be developed for the **female population**. That housing should have more than two subdivisions (as is currently the case) so that more levels of inmate classification can be implemented for safety, security and management reasons.
5. The **bed capacity of some cellblocks should be reduced** because their densities are too great for the dayroom tables and seating available, the showers available and/or the dayroom square footage available. At a minimum, the sleeping alcoves in the two dorm-type cellblocks B-2 and B-3 should be reduced back to their original 3-bunk capacities, **thus losing 12 beds total of capacity**.
6. **Single occupancy detention rooms** should be available for all special needs inmates as well as disciplinary detainees and maximum custody inmates.
7. **Privacy screening** is needed on all urinals and toilets in the housing pod areas.



8. Significant improvements to the **intake-admission-release area** should be made even if that means the addition of new space to develop a proper area. If a new area is created serious thought should be given to creating an environment far more consistent with the **direct supervision** philosophy which encourages and rewards responsible behavior through designed spaces as well as management incentives.
9. A significantly improved and expanded **health care area** should be created.
10. Additional **program** and program support space is needed.
11. Accommodations for more **private inmate and public visiting stations** need to be provided as should accommodations for contact professional visiting space.
12. **Indoor exercise** space should be provided to accommodate the needs of inmates at all times of the year.
13. **More storage** of all kinds in almost every component of the jail needs to be developed.

In spite of the preceding recommendations, it is important to note that *none of the existing housing pods can be made to be suitable for the housing of special needs inmates*, particularly the mentally ill and the inmates presenting serious medical issues, including the need for medical isolation. Such housing needs need to be in a single occupancy mode on a single level rather than in the double occupancy or dormitory mode within double-tier settings characteristic of the Satellite Jail. In some cases, the detention rooms need special characteristics not provided by typical detention rooms. *New space* would be required to meet these needs.

It should also be noted that if the Downtown Jail is permanently closed, many of the support and program components of the Satellite Jail will have to be significantly increased in size beyond that previously discussed to accommodate the additional population. This includes such critical elements as classroom space, health care space, the laundry, the number of visiting stations, staff support areas, and storage.



1-G. GENERAL OPERATIONAL BENEFITS OF A CONSOLIDATED JAIL

One of the fundamental questions facing the consultants is whether or not the county should close the Downtown Jail and consolidate all corrections operations at the Satellite Jail. Disregarding for the moment critical questions of cost, the following is an assessment of the pros and cons of consolidation from a strictly operational and functional point-of-view.

CONS

1. Greater distance of all inmates from the courthouse and downtown resources such as attorneys.
2. Separation from Sheriff's law enforcement staff and loss of them as emergency backup should they stay downtown while the jail moves.

PROS

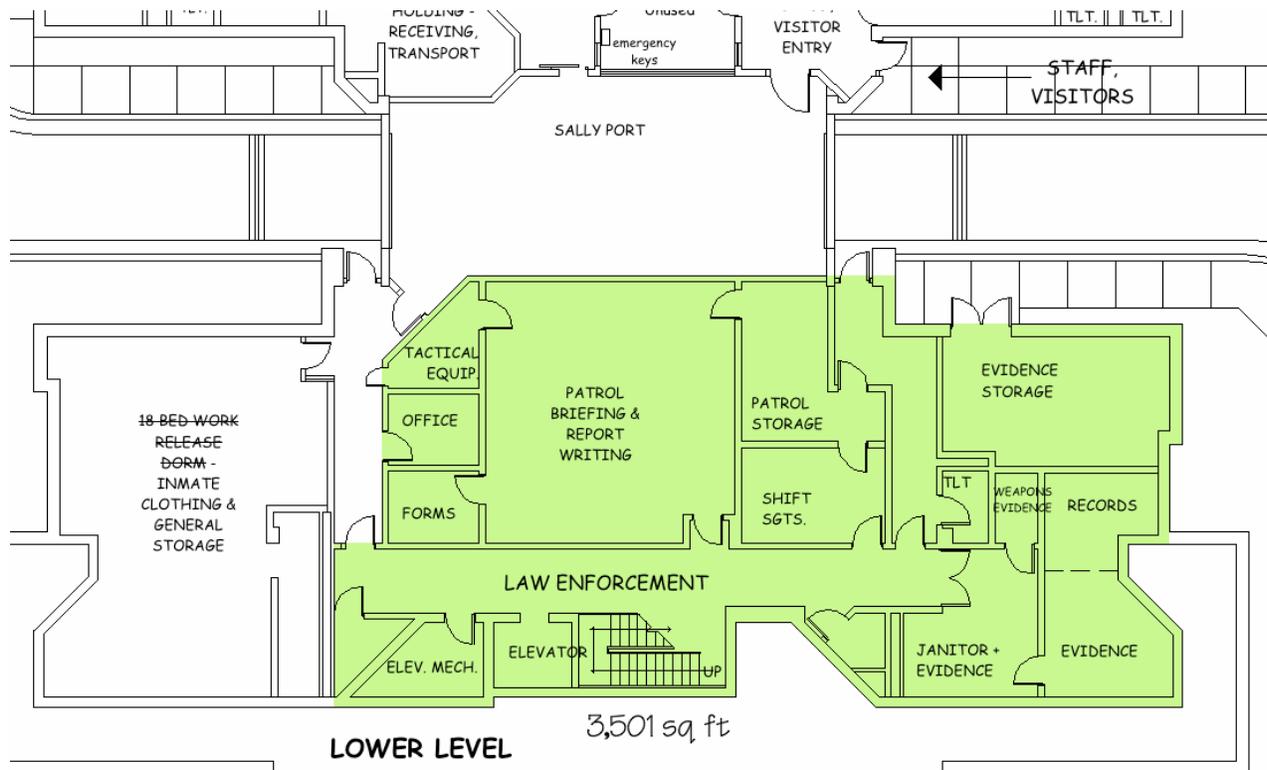
1. Consolidation of all special needs inmates, to include medical health and mental health inmates, where their care can be better coordinated and supervised and where better consolidated housing units can be developed.
2. More efficient use of healthcare resources, including community-based mental health resources.
3. Eliminate the daily transport of meals to the Downtown Jail.
4. Eliminate the transports of inmates to the Downtown Jail from the Satellite Jail after intake and back for release.
5. Eliminate the transport of inmates between facilities as their classification changes and different types of housing are required.
6. Closure of facilities with less safe intermittent surveillance housing in favor of all housing having constant staff presence and superior supervision capabilities.
7. Use of facilities more compliant with current standards all of which are intended to protect the health, safety and welfare of building occupants (Illinois jail, Illinois plumbing code, Illinois Accessibility Code, Americans with Disabilities Act, American Correctional Association standards).
8. More efficient and more easily coordinated delivery of program services.
9. Better clarity for the public when there is only one facility to go to and that facility has a much more obvious and accessible public lobby.
10. Public parking is better and free at the Satellite.
11. Better, more direct and more consistent management of staff resources by administration.



1-H FUNCTIONAL AND OPERATIONAL EVALUATION OF SHERIFF'S LAW ENFORCEMENT SPACE

Law enforcement is a critical part of the Champaign County Sheriff's Office's service to the community. Law enforcement functions have always been housed on the both the lower and upper levels on the south side of the Downtown facility. Together the two floors of law enforcement space total about 16,000 gross square feet (gsf), excluding about 1,000 square feet of a mechanical fan room pressed into service for overflow storage and activities. This is subdivided between about 3,500 gsf on the lower level (excluding the vehicle sally port) and about 12,500 gsf on the upper level (excluding about 1,000 square feet of mechanical fan room space which were pressed into service for overflow law enforcement records storage, evidence overflow and miscellaneous storage). There has been no addition of new space for law enforcement since the facility opened in 1980. In the meantime the county has grown considerably although municipal police agencies and the University police have absorbed much of the growth in law enforcement work. All dispatching for all law enforcement agencies within the county is done by a separately located common resource, METCAD.

The Lower level floor plans below identify law enforcement space in light green.





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Upper level law enforcement space is shown below in light green. Shown in light yellow is mechanical fan room space used out of necessity to accommodate a severe lack of evidence, quartermaster, staff exercise equipment and records storage space.





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The following are the functional and operational observations of the consultant regarding the Sheriff's law enforcement space.

1. **Evidence storage** is scattered throughout the facility in eight (8) different locations, on both levels of the facility and off-site due to the fact that the single evidence room on the upper level was outgrown long ago. One area is a re-purposed outdoor maintenance equipment room, only accessible from an exterior driveway. These issues combined make inventorying and accounting for evidence much more difficult. It also makes preserving the essential court-required chain-of-custody more difficult.



2. The evidence area lacks a.) an effective **officer work area** in which officers can prepare their evidence, b.) sufficient secure pass-through lockers that ensure the integrity of the evidence once prepared, and c.) an efficient way to receive and store bulk items of evidence.
3. There is no appropriate area for a **drying cabinet** for blood soaked evidence. This vital material is currently inappropriately stored in the west fan room.



4. Due to a lack of space, part of the **quartermaster's storage** is inappropriately located in the west fan room as shown below.



5. **Records storage** is scattered throughout the facility in seven (7) different locations and on both levels of the facility. See the two pictures below.



6. The remote, secure special **vehicle storage building** at the county maintenance compound also has insufficient secure storage. See photo at right.



7. Due to insufficient space, **records** are inappropriately mixed with other forms of storage.

8. Some law enforcement **records are stored downstairs** in the jail records area that is part of the high security jail Master Control center suite since inadequate space is available within the law enforcement area. Accessing the records is extremely inconvenient and wasteful of time as staff must go downstairs through a jail controlled elevator and then be cleared to penetrate the jail security perimeter finally inappropriately passing through Master Control on the way. Jail Master Control should never be compromised in this way.

9. The **patrol area** is inappropriately cut-off from the rest of the law enforcement office. Patrol staff must leave their secured area and cross through the public lobby to reach administrative, support and investigation staff.

10. The six (6) **patrol shift sergeants** must share a single, 150 s.f. office. This is far too little space.



11. **Staff locker** space has been fully expanded and still lacks sufficient lockers for all male field officers (48 lockers, 54 staff at present).
12. There is no designated space for officer **physical conditioning** equipment. While the department has a universal gym and a treadmill, they are stored in a second floor mechanical equipment room. The temperature controls in this space are marginal, making the space unusable. See the photo below.



13. Law enforcement **support staff** near the reception counter must respond to many public requests regarding the whereabouts of **jail visiting** since visiting is not accessible, as one might expect, from the main public lobby.
14. The **public lobby** remains a very attractive and welcoming environment. The security of the reception window should be tightened to reduce the possibility that weapons or projectiles could threaten staff. See photos below.



15. The law enforcement area is generally **non-compliant** with the Illinois Accessibility Code (IAC) and the Americans with Disabilities Act (ADA), including non-compliant (and quite small) staff toilets.
16. There is no large meeting or **training room** for staff excepting the Sheriff's administrative conference room. This conference room, when available, is limited in seating capacity.
17. The public can **inappropriately access patrol areas** by simply going down the open stairway in the public lobby.

The following are some of the originally designated spaces that were lost over time due to changes in operations and space shortages: staff weight room, storage rooms, two offices, office supplies storage, and crime lab.



1-I. RECOMMENDATIONS FOR SHERIFF'S LAW ENFORCEMENT SPACE

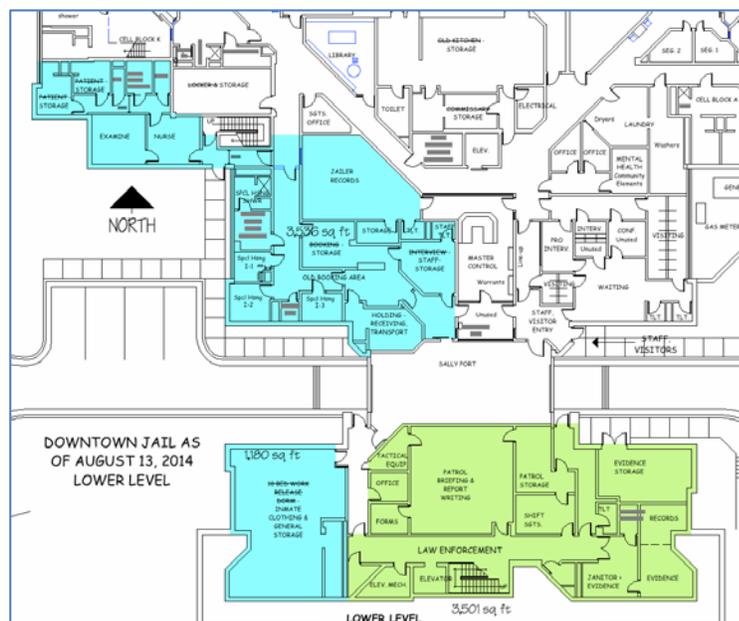
If the Sheriff's law enforcement functions are to remain at the Downtown Jail facility more space is required. That space should not be found in fan rooms and other mechanical spaces. If the Downtown Jail operation were to close there would be ample space on the lower level to develop, though that space might not be terribly efficient or exactly suited to the needs. The critical space needs of law enforcement today are as follows though final square foot estimates for these needs will be determined later under Task D of the consultant's responsibilities and be reported upon in Part 2.

- A single large consolidated **evidence storage** space with adjacent support areas must be developed.
- Law enforcement **records storage** needs to be consolidated and be located in an area easily accessible to records staff. None of it should be within a jail security perimeter.
- Additional conference, meeting and **training space** is needed.
- More **male staff locker** and staff support space is needed.

If the Downtown Jail is renovated for continued jail functions, obtaining the needed law enforcement space becomes a much greater challenge. The areas in which the needed space might be acquired, but which might prove insufficient, are listed below.

- The old work-release dormitory.
- The old booking and medical areas on the southwest corner of jail space adjacent to the vehicle sally port.

Together these areas (in light blue below) would provide the law enforcement functions with about 30% more space than they have today, albeit awkwardly configured and not intended for the designated law enforcement uses.



Whether or not this space is sufficient to meet long-term law enforcement needs is yet to be determined as are the minimum space needs of the jail should it remain. However, there is sufficient potential to justify further study.



1-J. JAIL BED CAPACITY ANALYSIS

PERSPECTIVE: ORIGINAL BED CAPACITIES

At different points in the previous chapter the rated bed capacities of several cellblocks in the two jails were questioned. These questions were raised in the context of areas that appeared overcrowded, lacked sufficient dayroom tables and seating, and/or had insufficient numbers of showers available. They were also raised in the context that many inmate populations are not suitable for multiple occupancy settings, which include the double occupancy detention rooms and dormitories that predominate in the facilities. Combined, these issues challenge past assumptions about available bed capacity. This chapter attempts to address this issue noting that the Sheriff's Office is rightfully more interested in **capabilities** related to implementation of their inmate classification system than by stated bed capacities, designed or otherwise.

Today the total number of beds in the two-jail Champaign County system is commonly understood to be **313**. This is derived from 131 beds at the Downtown Jail and 182 at the Satellite Jail. The current total capacity, however, has already been reduced to **295** because the 18-bed work release dorm at the Downtown Jail was closed after the Electronic Home Detention program essentially eliminated the work release population.

The actual designed capacities of the two jails combined, including the work release dorm, appear from the consultant's analysis to be **254 beds**. That is **59 beds less** than the 313 bed figure and **41 beds less** than today's working capacity of 295.

The Downtown Jail started out as a facility based entirely on single occupancy detention rooms with the exception of the now closed 18-bed work-release dormitory. By including segregation and medical cells in the capacity count (as has traditionally been done in Champaign County), as well as the vacated dorm, the original bed capacity of the Downtown Jail was only **84** (66 without the dorm). Holding cells in booking have not been counted as bed capacity given their short-term use. *(Short-term holding cells in booking areas are not counted as bed capacity because they are not supported by essential components of housing units such as dayrooms, showers, telephones, and tables and chairs at which to eat and interact with other inmates.)*

The Satellite Jail was built with 170 beds of housing, rather than 182, not counting short-term holding cell occupancy in the booking area.

So how did the jails get to a combined bed capacity of 313?



In response to overcrowding, the majority of the single occupancy detention rooms at the Downtown Jail became double occupancy through the installation of second bunks. Also in response to overcrowding, 12 beds were added to two cellblocks (B-2 and B-3) at the Satellite Jail by adding fourth bunks to three-bunk sleeping alcoves. Both changes were apparently accepted by the state because the capacity rating exists to this day. *In essence though, the county solved overcrowding by permanently crowding existing cellblocks.* See the pictures below showing the added bunks.



Left: Upper bunk is the 2nd bunk added at the Downtown Jail.

Right: the white bunk was the 4th bunk added to sleeping alcoves at the Satellite.



While the overall system bed capacity increased by 23% (56% at the Downtown Jail and 7% at the Satellite) it was increased by crowding cellblocks beyond their intended limits without compensating additions of showers, dayroom square footage, and dayroom seating and tables. Additional program and support space were not provided either, which may help explain some of the chronic shortages there. These bed additions have significantly increased the sense of crowding at the two facilities.

The Question:

As the county now looks to the future and master plans for jails that address existing problems, respond to long-term needs and, hopefully, result in safer, more efficient and more standards-compliant facilities, the question is:

“What should the capacity of current jails be as the starting point for planning?”

Rather than accept the existing total of **313 beds** based upon old grandfathered standards for jails designed 36 and 20 years ago, as well as upon past bed additions, the consultant recommends that the jails be put to more stringent tests when establishing their long-term bed capacity potential. This is recommended to reduce the overt sense of crowding which exists, to make facilities safer and more manageable, and to attain standards-compliance for the long haul. It is also recommended to be more compatible with the capabilities needed by the inmate classification system. Recommended **Test 1** determines how well the capacity matches up with the jail’s new inmate classification system. **Test 2** applies to both facilities the Illinois standards for new facilities and the widely accepted and respected standards of the American Correctional Association (ACA), the **Performance-Based Standards for Adult Local Detention Facilities, Fourth Edition**.

The ACA standards were developed by professional consensus, have been honed over decades of use and have been widely copied by many states. Legally, the standards are voluntary but are routinely cited by experts in jail lawsuits. The Accreditation process based upon them is thought by many to offer liability protection and to raise the professionalism, safety and security of facility operations, all worthy goals.



TEST 1: CLASSIFICATION-BASED BED CAPACITY ANALYSIS

As a follow-up to the ILPP study the County engaged consultant Don Leach to help implement an improved objective inmate classification system for Champaign County. Hard work by Leach and the Sheriff's Office resulted in a new and improved system that has been in place since fall 2013. The system is evolving and data collection methodologies are rapidly improving.

Properly classifying inmates according to the seriousness of their offense, their behavior, their condition, and their needs is fundamental to a safe and secure operational environment with minimum liability. Once an inmate is classified the physical plant has to respond with appropriately designed housing units that properly separate inmates from each other and accommodate their varying needs. A physical plant responsive to an effective inmate classification system creates housing units that vary widely by occupancy type (single occupancy, double occupancy, dorm, etc.), supervision-surveillance approach (direct supervision, podular remote, etc.), numbers of beds per cellblock, environmental quality, and support elements which reward good behavior. *(Operationally, single occupancy is preferred for virtually all inmates because of the physical protection, privacy, accountability and property protection that it provides. Double occupancy and dorms have become necessities principally because of construction cost considerations, not operational considerations.)*

In terms of evaluating Champaign County's facilities per classification system standards the occupancy question is determinative. There are inmate classifications that require **single occupancy detention rooms** and cannot safely be placed in the multiple-occupancy settings which predominate at the jails. So whether or not a given existing cellblock has double occupancy detention rooms such as we see them throughout the Satellite Jail, the cells should be used as single occupancy if it is dictated by the classification system. Thus the operating capacity of the jail could be significantly less than the rated or designed bed capacity of the jail because of this important operational consideration.

The following inmate classifications require single-occupancy detention rooms regardless of the capacity of the existing detention rooms in which they are placed:

- special needs (medical isolation, mentally unstable, acute suicide risk, etc.),
- disciplinary detention,
- administrative segregation, and
- maximum custody.

Based upon the classifications of inmate housed in the cellblocks of the two jails the current, classification-based capacity of the two jails combined is **236** beds, not 313 beds. It should be noted, however, that females are not classified and segregated as they should be per the classification system since there are only two cellblocks available for them. Lacking housing options, they are all held in double occupancy mode regardless of classification.

Since the average jail population was **236.5** in July 2014 the county endured crowding and classification placement problems all month long. Situations in which there were technically enough total beds but not enough beds in the right cellblocks in order to retain the integrity of the classification system represent what is called "functional overcrowding". In jails of around 250-300 beds functional overcrowding is thought to occur when the jail population reaches 90% of capacity



(212 beds). Champaign County currently faces functional overcrowding as well as overcrowding in raw total count terms, especially on peak days above and beyond the 236.5 average.

One outcome of functional overcrowding was that maximum custody inmates at the Satellite Jail had to be housed in double-occupancy detention rooms (in cellblocks A-4 and B-4). This increases the risks to inmates and staff alike.

The worksheets for the classification-based bed capacity analysis appear below.

CHAMPAIGN COUNTY, IL
DOWNTOWN JAIL
CLASSIFICATION-BASED CAPACITY ANALYSIS
Note: The Downtown Jail has no ADA cells or showers.

HOUSING UNITS	Housing Occupancy Type	Number of Detention rooms	BEDS ALLOWED
East Pod:			
Block A - Male Special Needs	Detention Rooms	2	2
Block B-Male Special Needs	Detention Rooms	3	3
Block C-Male Disciplinary	Detention Rooms	9	9
Block D-Male Admin Seg	Detention Rooms	6	6
Block E-Male Spcl Needs	Detention Rooms	6	6
Block F- ME/MI Male Overflow	Detention Rooms	9	18
sub-totals:		35	44
West Pod:			
Block G-Male MI	Detention Rooms	9	18
Block H-Male MI	Detention Rooms	6	12
Block J- <i>Not Open</i>	Detention Rooms	7	14
Block K-Male Spcl Needs	Detention Rooms	3	3
sub-totals:		25	47
Work Release:			
Dormitory (18 beds)	Dorm	1	0
sub-totals:		1	
TOTAL		61	91

SATELLITE JAIL
CLASSIFICATION-BASED CAPACITY ANALYSIS

HOUSING UNITS	Housing Occupancy Type	Number of Detention rooms	BEDS ALLOWED
Pod A:			
Block A-1-Female	Det. rooms (1 accessible)	7	13
Block A-2-Female	Det. rooms (1 accessible)	8	15
Block A-3-County Sentenced Male	Det. rooms (1 accessible)	14	27
Block A-4-Max-Med Male	Det. rooms (1 accessible)	14	14
sub-totals:		43	69
Pod B:			
Block B-1-Med-Min Male	Det. rooms (2 accessible)	14	14
Block B-2-Male Medical-Mental	Dorm Alcoves	4	16
Block B-3-Male Trusties	Dorm Alcoves	8	32
Block B-4-Max-Med Males	Det. rooms (2 accessible)	14	14
sub-totals:		40	76
TOTAL		83	145

CHAMPAIGN COUNTY, IL SUMMARY

	Housing Occupancy Type	Number of Cells	BEDS ALLOWED
GRAND TOTALS		144	236

In terms of occupancy breakdown, the Downtown jail would have 31.9% of its bed capacity in single occupancy detention rooms, and 68.1% of its bed capacity in double occupancy. These percentages exclude the now closed dormitory.

The Satellite jail, which was designed entirely as double occupancy detention rooms and dormitories with the exception of eight single occupancy ADA compliant cells, would, per classification necessities, have 31.0% of total bed capacity in single occupancy. Double occupancy cells would drop significantly to 35.9% and open dormitory style occupancy would be at 33.1% of the total.



TEST 2: STANDARDS-BASED BED CAPACITY ANALYSIS

Criteria Used

In assessing existing facilities several standards are determinative in re-interpreting the capacity rating of the cellblocks in the two jails:

1. Applying the ACA standard requiring **single occupancy** for “segregation” inmates which include administrative segregation, protective custody and disciplinary detention; ACA 4-ALDF-2A-51.
2. Applying the IL and ACA **35 sf per inmate dayroom** space requirement; IL 701.80 h) 1); ACA 4-ALDF-1A-12.
3. Applying the Illinois Plumbing Code requirement for **1:8 shower-to-inmate ratio** in “penal institutions”; IL 890 Appendix A, Table B.
4. Applying the ACA **1:12 shower-to-inmate ratio** in the housing units; ACA 4-ALDF-4B-09.
5. Applying the IL standard that “**adequate seating** shall be provided for detainees” in dayrooms, IL 701.80 h) 2); and the ACA standard that there the dayroom provide “sufficient seating and writing surfaces”, ACA 4-ALDF-1A-13; in both cases taken to be at least one seat for each inmate housed in the unit.
 - o *(If some inmates are locked down while others use the dayroom in order to make the dayroom seating counts compliant with ACA - which only requires that seating match the “maximum number” using the space at one time - inmates then exceed 10 hours in their cell per day. Then the unencumbered space requirement increases from 25 sf per inmate to 35 sf (ACA 4-ALDF-1A-10). This would reduce all of the cells now used as double occupancy to single occupancy because none of them provide 70 sf of unencumbered space. This test applies to dayroom sf/inmate requirements too.)*
6. Applying the Illinois and ACA interpretation that housing units are considered **long-term capacity** only if they are accompanied by dayrooms, dayroom furnishings and shower facilities thus excluding holding cells in booking areas from being considered rated capacity or being used for anything other than temporary stays measured in hours, not weeks or months; IL 701.80 h) 1); ACA 4-ALDF-1A-12.

Another relevant standard is ACA’s requirement that **at least 10%** of a jail’s capacity be in single occupancy detention rooms (ACA 4-ALDF-2A-35). This is in deference to the need for single occupancy cells/rooms to securely accommodate administrative segregation, protective custody and disciplinary detainees. The Satellite facility has only 4.4% of its capacity in single occupancy (all ADA accessible rooms) and the two facilities combined have only 8.5% (the Downtown Jail has 15.7%). This problem, however, is resolved with the reduction in capacity caused by applications of the previously cited standards.

Why New Standards Are Used; Deficiencies of Using Existing Facility State Standards Alone

In this consultant’s opinion determining the bed capacity of the facilities, and essentially their adequacy, solely by applying Illinois standards for **existing facilities** actually (and sadly) leaves the jails in a sub-standard overcrowded condition that is less safe than desirable. The consultants do not recommend that County facility and operational master planning assumptions for the next 20 years be made on sub-standard criteria.



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As an example of how the application of Illinois standards for existing facilities is actually sub-standard in practice, consider the following. For new facilities, the state requires that 35 square feet (sf) per inmate¹ be provided in dayrooms (dayrooms are the common areas adjacent to cells where inmates eat, interact and spend most of their time). This is actually the same requirement as that of the ACA and has been a common measurement nationwide for almost four decades. For existing facilities, however, the Illinois requirement is simply for 35 sf, period. That is, the state standards would actually allow existing facilities to provide a 35 square-foot dayroom (7' x 5') for, say, 35 inmates, or 1 sf per inmate. Even though the example cited is extreme and would probably never happen in reality because of other considerations, the standard could nonetheless result in dayrooms with far smaller allocations than 35 sf/inmate. This illustrates that this is a grossly sub-standard measurement. Its application to the current Downtown Jail is a major reason why dayrooms there are badly overcrowded with as many as 18 inmates in space designed for only nine.

As another example, the state square foot requirement for detention rooms is 64 sf. However, that square footage is deemed sufficient whether there is one inmate or two in the detention room. Illinois is the only state of which the consultant is aware that does not increase the square foot requirement for a detention room when a second inmate is added to it. This odd accommodation was a political one that came about decades ago when the state was requiring exclusive use of single occupancy detention rooms at 64 square feet for counties but was found to be double-occupying their own single occupancy detention rooms due to overcrowded state prisons. In response to complaints from counties about this double standard the state simply said it was okay then for counties to double occupy, i.e., overcrowd, their single occupancy detention rooms too. Hence the highly unusual uniform square foot requirement whether you are building a single occupancy room or a double occupancy room.

The consultant recalls that past studies (including one by the U.S. Navy) demonstrated that approximately 60 sq.ft. is the minimum sized room acceptable for a single person if one is to avoid the damaging psychological effects of spatial crowding, especially over weeks and months of confinement. A small bedroom in a home usually provides around 100 sf.

Since crowding is historically a critical issue in jails in terms of behaviors and negative emotional effects (as well as past lawsuits), it makes eminent sense to require greater detention room square footage when a second person is held in the same room. While Illinois does not acknowledge this reality in its standards the ACA standards certainly do.

As a final example, Illinois standards allow for the indiscriminate use of double occupancy cells. The ACA wisely prohibits double occupancy for the more difficult and challenging populations of a jail to include, for example, disciplinary, protective custody and administrative segregation detainees. And as they require single occupancy ACA also requires detention rooms of at least 70 sf given the much longer periods of detention room confinement typical for these inmate classifications (up to 23 hours per day for disciplinary detainees). In practice many medical and mental health inmates should not be housed in double occupancy settings either.

¹In this consultant's planning and design experience even a requirement of 35 sf per inmates is frequently insufficient. More effective dayrooms compensate for the space lost by door swings and second tier stairways and insure adequate space for table and chairs, as well as for the food, laundry, cleaning and medical carts and staff that are in and out of the dayrooms all day long. A design that is responsive to these practical considerations tends to result in dayrooms providing at least 50 sf per inmate and as much as 70 sf. Additionally more spacious dayrooms produce less stress and are more easily manageable, including providing the maneuvering room needed in emergencies.



As a practical matter, and according to their classification system and good practice, the Champaign County jail staff believe that special needs inmates, disciplinary detainees, administrative segregation inmates and maximum custody inmates should all be housed in single occupancy settings regardless of what state standards might allow. So even if a cellblock provides double-occupancy detention rooms they will not allow more than one inmate in them if at all possible.

Test 2 Analysis Results

By applying Illinois and ACA Jail Standards for new facilities to existing Champaign County jails, as well as respecting the classification designations assigned by staff to different cellblocks, one finds a noticeable drop in their rated bed capacity.

The Downtown Jail drops from a rated capacity of **113** beds to **66** beds under Illinois standards and **75** beds under ACA standards (excluding use of the old 18-bed work release dorm). This is close to its original designed capacity.

This drop is not surprising from the perspective of the overall square footage provided by the pods. The West Pod provides 6,628 gross square feet (gsf) and the East Pod provides 8,426 gsf. The consultant has found through his design experience that standards-compliant pods of around 48 beds (about the capacity of the current pods) generally require around 11,000 to 13,000 gsf depending upon design features incorporated.

The Satellite Jail drops from a rated capacity of **182** beds to **141** beds under both Illinois and ACA standards. (The addition of more dayroom tables in some units could raise the Satellite Jail capacity by 8 beds.)

The total capacity of the two-facility system drops from **295** beds (313 minus 18 work release beds) to **207** beds under Illinois standards, and to **216** beds under ACA standards.

Should the 18-bed **work release dorm** be re-activated the counts would rise to **225** and **234**, respectively. This, however, is unlikely in that the Electronic Home Detention (EHD) program has largely eliminated the need for work release housing and beds. Additionally, the dorm is unsuitable for secure detention given its relative lack of security and its awkward and staff-inefficient location on the other side of the Vehicle Sally Port from the jail.



Test 2 Calculation Worksheets

The worksheets used to calculate the revised capacities summarized above appear below and on the next page. The capacities are re-calculated per each cellblock in both jails under Illinois and ACA standards. Explanations for the capacity ratings are found in the "remarks" section of the worksheets. Custody classifications for each cellblock are also noted.

CHAMPAIGN COUNTY, IL DOWNTOWN JAIL

8/26/14

BED CAPACITY ANALYSIS - Using Current Illinois & American Correctional Association (ACA) Jail Standards

Note: The Downtown Jail has no ADA or IAC compliant ("accessible") cells or showers.

HOUSING UNITS	Housing Occupancy Type	Detention rooms	Number of Existing Beds	Dayroom Seating*	Dayroom Size*	# of Showers	Max Beds per IL Standards	Max Beds per ACA Standards 4th edition	Remarks:
East Pod:									
Block A - Male Special Needs	Detention Rooms	2	4	4	95	1	2	0	Dayroom falls below minimum 100 sf ACA req't. IL minimum 35 sf/inmate req't limits to 2.
Block B-Male Special Needs	Detention Rooms	3	3	4	138	1	4	4	Detention rooms are large enough to double occupy per IL standards. IL and ACA require "adequate seating for detainees" in dayroom, limiting occupancy to 4.
Block C-Male Disciplinary	Detention Rooms	9	18	20	526	1	8	9	IL plumbing code for jails is 1:8, shower-to-inmate ratio. ACA requires single occupancy for disciplinary inmates.
Block D-Male Admin Seg	Detention Rooms	6	6	16	428	1	8	6	IL plumbing code for jails is 1:8, shower-to-inmate ratio. ACA requires single occupancy for admin. seg. inmates.
Block E-Male Spcl Needs	Detention Rooms	6	12	16	449	1	8	6	ACA requires single occupancy for this classification. Minimum ACA shower req't is 1:12, IL plumbing code for jails is 1:8.
Block F- ME/MI Male Overflow	Detention Rooms	9	18	20	532	1	8	12	Minimum ACA shower req't is 1:12, IL plumbing code for jails is 1:8.
sub-totals:		35	61	80			38	37	
West Pod:									
Block G-Male MI	Detention Rooms	9	18	20	532	1	8	12	Minimum ACA shower req't is 1:12, IL plumbing code for jails is 1:8.
Block H-Male MI	Detention Rooms	6	12	16	450	1	8	12	Minimum ACA shower req't is 1:12, IL plumbing code for jails is 1:8.
Block J- <u>Not Open</u>	Detention Rooms	7	14	10	643	1	8	10	IL plumbing code requires 1:8 shower-to-inmate ratio. ACA requires "adequate" seating for detainees.
Block K-Male Spcl Needs	Detention Rooms	3	3	4	250	1	4	4	Detention rooms large enough per ACA and IL to be double-bunked. IL requires "adequate seating for detainees" in dayroom, as does ACA.
sub-totals:		25	47	50			28	38	
Work Release:									
Dormitory (18 beds)	Dorm	1	0	--	--	2	--	--	Closed; used for clothing storage.
sub-totals:		1							
TOTAL		61	108	130			66	75	

HOUSING CELLS USED FOR HOUSING	Housing Occupancy Type	Detention rooms	Number of Existing Beds	Dayroom Seating*	Dayroom Size*	# of Showers	Max Beds per IL Standards	Max Beds per ACA Standards 4th edition	Remarks:
Seg 1 ("I" adj. to D)	Cell	1	1	--	--	0	0	0	No dayrooms or showers in support; qualifies as short-term holding only, not housing.
Seg 2 ("I" adj. to D)	Cell	1	1	--	--	0	0	0	Detention room size below ACA minimum of 70 sf for segregation detention room.
Holding (by J & K)	Cell	1	0	--	--	0	0	0	No dayrooms or showers in support; qualifies as short-term holding only, not housing.
Medical Cells	Cells	3	0	--	--	1	0	0	" "
Holding ("I" in booking)	Cells	3	3	--	--	0	0	0	" "
TOTAL		9	5	0			0	0	
GRAND TOTAL DOWNTOWN		70	113	130			66	75	

Existing Dorm Beds	0	0.0%
Existing Single Occupancy Cell Beds	17	15.7%**
Existing Double Occupancy Cell Beds	96	88.9%
	113	



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CHAMPAIGN COUNTY, IL SATELLITE JAIL

8/26/14

BED CAPACITY ANALYSIS - Using Current Illinois & American Correctional Association (ACA) Jail Standards

HOUSING UNITS	Housing Occupancy Type	Detention rooms	Number of Existing Beds	Dayroom Seating*	Dayroom Size*	# of Showers	Max Beds per IL Standards	Max Beds per ACA Standards 4th edition	Remarks:
Pod A:									
Block A-1-Female	Det. rooms (1 accessible)	7	13	8	584	1	8	8	ACA requires "sufficient" seating for detainees in dayroom. Installation of an additional table can address this. Minimum IL plumbing code shower req't for jails is 1:8.
Block A-2-Female	Det. rooms (1 accessible)	8	15	8	571	3	8	8	IL requires "adequate seating for detainees" in dayroom, as does ACA. Installation of an additional table can address this.
Block A-3-County Sentenced Male	Det. rooms (1 accessible)	14	27	24	1,165	3	24	24	IL requires "adequate seating for detainees" in dayroom, as does ACA. Minimum IL plumbing code shower req't for jails is 1:8.
Block A-4-Max-Med Male	Det. rooms (1 accessible)	14	27	24	1,156	3	24	24	IL requires "adequate seating for detainees" in dayroom, as does ACA. Minimum IL plumbing code shower req't for jails is 1:8.
sub-totals:		43	82	64			64	64	
Pod B:									
Block B-1-Med-Min Male	Det. rooms (2 accessible)	14	26	24	1,152	3	24	24	IL requires "adequate seating for detainees" in dayroom, as does ACA. Minimum IL plumbing code shower req't for jails is 1:8.
Block B-2-Male Medical-Mental	Dorm Alcoves	4	16	8	390	2	8	8	ACA sf req't. limits to 11. IL requires "adequate seating for detainees" in dayroom, as does ACA; limits to 8. An additional table can help address this. Original capacity = 12.
Block B-3-Male Trusties	Dorm Alcoves	8	32	24	752	3	21	21	ACA and IL dayroom sf req't. limits to 21. 1:8 IL shower req't limits to 24. Original capacity = 24.
Block B-4-Max-Med Males	Det. rooms (2 accessible)	14	26	24	1,157	3	24	24	IL requires "adequate seating for detainees" in dayroom, as does ACA. Minimum IL plumbing code shower req't for jails is 1:8.
sub-totals:		40	100	80			77	77	
TOTAL		83	182	144			141	141	
Existing Dorm Beds			48	26.4%					
Existing Single Occupancy Cell Beds			8	4.4%**					
Existing Double Occupancy Cell Beds			126	69.2%					
			182						

HOLDING CELLS USED FOR HOUSING	Housing Occupancy Type	Detention rooms	Number of Existing Beds	Dayroom Seating*	Dayroom Size*	# of Showers	Max Beds per IL Standards	Max Beds per ACA Standards 4th edition	Remarks:
Booking Holding	Cells	11	0	0	0	0	0	0	No dayrooms or showers in support; qualifies as short-term holding only, not housing.
TOTAL		11	0	0			0	0	
GRAND TOTAL SATELLITE		94	182	144			141	141	

CHAMPAIGN COUNTY, IL SUMMARY

HOUSING UNITS	Housing Occupancy Type	Number of Cells	Existing Beds	Dayroom Seating*	Dayroom Size*	# of Showers	Max Beds per IL Standards	Max Beds per ACA Standards 4th edition	Remarks:
GRAND TOTALS		164	295	274			207	216	
Existing Dorm Beds			48	16.3%					
Existing Single Occupancy Cell Beds			25	8.5%**					
Existing Double Occupancy Cell Beds			222	75.3%					
			295						

NOTES:

* Dayroom use was interpreted to be for all inmates in the housing unit at once. Thus there must be seats in the dayroom for each inmate and dayroom square footage should attain 35 sf for each bed.

If some inmates are locked down while others use the dayroom in order to make the dayroom square footage and seating counts compliant with

** ACA requires at least 10% of the capacity be in Single Occupancy Detention rooms (ACA 4-ALDF-2A-35).



BED CAPACITY ANALYSIS CONCLUSION

The Champaign County Jail system has different bed capacity ratings depending upon the basis upon which beds are calculated. The five methods the consultants examined are summarized below. Please note that the male and female splits shown below are based upon which cellblocks are currently designated for use by each gender. In summary, the jails have the following bed capacity ratings:

1. Original designed bed capacity:
 - 254 total beds
 - 226 male beds
 - 28 female beds
2. Current in-place bed capacity:
 - 313 total beds (295 with the male work release dorm being de-activated)
 - 267 male beds (excluding the male work release dorm)
 - 28 female beds
3. **Inmate classification system based bed capacity:**
 - **236 total beds**
 - 208 male beds
 - 28 female beds.
4. Current Illinois standards based bed capacity (including the Illinois plumbing code):
 - 207 total beds
 - 191 male beds
 - 16 female beds
5. ACA standards based bed capacity:
 - 216 total beds
 - 200 male beds
 - 16 female beds

The preceding analyses are not necessarily meant as a final determination but as important food for thought. As the master planning goes forward into the solution stage documented in Part 2 of this report, and the capabilities needed to respond to both the anticipated inmate population and the classification system are determined, revised capacities for existing facilities will be proposed for master planning purposes.

However, it is strongly recommended that current bed capabilities be determined by the needs of the inmate classification system and compliance with current Illinois and ACA standards, whichever is most stringent. And what is certain then is that Champaign County should not consider itself as having 313 beds of capacity to work with in master planning a modern, standards-compliant corrections system for the next 20-30 years.



1-K. JAIL SECURITY SYSTEM EVALUATION

The consultant team evaluated the security systems and hardware at both jails on September 17, 2014. The team's findings are summarized below for each facility.

DOWNTOWN JAIL SECURITY SYSTEMS

The following are observations about the security systems at the Downtown Jail.

1. Folger-Adams lock style no longer made (solenoid at west pod, motorized at east pod). Have replaced one lock with minor lock box modifications (old brass lock parts wear out, now stainless steel). All jamb locks are 120v.
2. No sliders replaced yet but wearing out. Slide tracks still replaceable.
3. Remote electric release of doors divided into local control with annunciation at Master Control (cells and dayrooms) and Master Control control only.
4. Wiring to fire monitoring system allows Master Control to emergency release all electric door locks.
5. Dayroom doors to A and B unit, 2 isolation cells and all booking cell doors have manual locks. Guard tour doors between dayrooms also have manual locks.
6. Housing units A, B, G, H, and K cell doors are mortise locks with electric deadbolt release. Inmate must turn doorknob to open after electric release. Unit J has slider cell doors. Microswitch in M lock goes up.
7. All control panels replaced in 2010. All switches are simple contact, some need replacement every 6-8 months.
8. Booking Area holding cells are checked every 12 minutes.
9. Units A and B have mortised mechanical dayroom locks and mortised (24v) electric cell door locks. Each must be retracted by doorknob. Microswitches in mortised locks frequently go bad, similar to those in units G, H, and K.
 - a. Holding cells 4 and 5 are mechanical mortised locks.
10. Units C and D have 120v sliders at cells, dayroom entry at secure vestibule entry. Was maximum security.
11. Units E and F have 120v electric jamb locks. Dayroom doors are sliders. The secure vestibule door is 120v electric jamb lock. It was medium security.
12. No CCTV monitors at any local control stations. 25 cameras total in downtown jail.
13. Two CCTV cameras replaced over last 1-½ years. Have lost ability to pan/tilt cameras. There may be a problem with an incompatible CCTV control head. 8 or 9 b/w cameras and 15 color.
14. Control panels are manufactured by "Black Dog".

Conclusions

Security systems and hardware at the Downtown Jail are antiquated, inadequate, and difficult to repair.

- All security systems and much of the security hardware need to be replaced at the Downtown Jail.
- Parts are unavailable for some locks and other equipment in the jail; these items must be replaced.
- Renovations need to include replacement of about half the detention room doors with new doorframes.
- All locks need to be replaced, and mechanical locks must be converted to electric remote release locks.
- The security control system has to be totally replaced and provide additional redundancy between the Master Control position and the local housing pod control positions.



- Additional cameras are needed as is integration of the intercom, lock control, lighting and camera systems.

SATELLITE JAIL SECURITY SYSTEMS

The following are observations about the security systems at the Satellite Jail.

1. The Satellite Jail has 27 color, fixed focus cameras.
2. Master Control cannot disable either of the pod local control panels.
3. Master Control cannot lock/open pod cell doors.
4. Master Control can operate dayroom doors if local panel is disabled.
5. Master Control can open watch tour doors between housing units at all times.
6. Master Control has autonomous control of all interior passage doors.
7. Two sliders (120v) from sally port to booking. Can open sliders at Master Control or at local booking control.
8. All booking holding cells are 120v electric motorized jamb locks. Local control only. No Master Control or emergency release back-up.
9. Corrections entry to booking is 2" jamb lock 24v.
10. B Pod; All dayroom doors are 8" motorized, 120v jamb locks. B1 and B4 have 24v motorized jamb locks. B2 and B3 are dorm style.
11. All B Pod housing units have 1 camera each. 1 camera in Control to local entry.
12. A Pod; A1 and A2 are maximum security female. A3 and A4 are male housing. All have 8" 120v motorized jamb locks at dayroom door and cell doors. Maximum security.
13. A Pod outdoor exercise has 1 original exterior housing camera and 2 new, turret style cameras.
14. Each housing unit in A Pod has 1 original and 2 new cameras. Except in the 2 female units, new cameras are pendant mounted in control officer area and focused through dayroom windows.
15. Corridor to Pod A has cameras at each end.

Conclusions

Security systems and hardware at the Satellite Jail are in better shape than the Downtown Jail but have deficiencies that also require system improvement.

- Master Control needs to have redundant control of all cellblock detention room doors and booking area doors.
- Emergency egress control of exit doors from main corridors and the exercise area needs to be improved.
- A new security system that allows lighting control and integrates the control of locks, lights intercoms and cameras is needed.

RENOVATIONS

Fixing the problems noted at the Downtown Jail will be significant and will require that housing pods be vacated for extended periods of time.



1-L. STAFF PROBLEM IDENTIFICATION EXERCISE

INTRODUCTION

With the support of the Sheriff and the assistance of Sheriff's executive staff, the consultants initiated a Problem Identification exercise with jail, law enforcement and support staff. The goals were to get the involvement of line staff and to learn from them the large and detail problems with which they are faced on a daily basis. The hope is that their insights will lead to the development of better and more comprehensive solutions to existing facility and operational problems.

The consultants received responses from 29 staff from late July through August 2014. Comments both confirmed problems that have been highlighted in past reports, and identified new detail issues that the planning team might otherwise have missed. Many respondents cited the same problems thus reinforcing the idea that they exist and are significant.

Some of the most notable and frequently cited jail-related issues identified by the staff are as follows.

1. It is a major problem housing mental and medical health inmates for long periods of time in the intake-booking area; a discrete mental and medical health housing pod is needed.
2. There is a need for female housing distinctly separate from the males.
3. There is a lack of single occupancy cells for inmates with special needs and who pose security problems.
4. The downtown jail is a breeding ground for violence and has too many inmates for the size of its dayrooms.
5. There are significant HVAC problems, particularly at the Downtown Jail.
6. There are many maintenance issues at the jails ranging from roof leaks, tiny plumbing chase doors and equipment for which parts are no longer available or which can no longer be adequately repaired.
7. Recreation and exercise facilities for inmates are inadequate.
8. There is a lack of sufficient classroom and program space, including space for community-based mental health service providers.
9. Improved security systems and capabilities are needed ranging from cameras to fencing to controls. Blind spots are also a significant concern.
10. There is insufficient staffing for the daily tasks that must be completed and for providing adequate levels of security.
11. Jail staff are not equipped to manage mental health inmates.

All problem identification responses related to corrections follow on the next several pages. The comments are organized alphabetically by topic. In all, staff made more than 200 comments. Where possible, the comments are identified by facility.

Comments regarding sheriff's law enforcement facilities then close this chapter of the Report.



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ARCHITECTURE • CONSTRUCTION MANAGEMENT • INTERIORS

CHAMPAIGN County Sheriff's Office

CORRECTIONS - Staff Responses to the Problem Identification Worksheet

July-August 2014 - 29 respondents

KIMME & Associates, Inc.

- Notes:
- Capitalization of *DOWNTOWN* and *SATELLITE* are K&A's.
 - Some comments are repeated under more than one topic heading because of their relevance to each.
 - Some comments with multiple topics were broken up with the parts placed under proper topic headings. Otherwise, comments were not edited except for spelling.

GENERAL

- 1 Need additional office and storage space for administration.
- 2 Running two facilities is costly and labor intensive.
- 3 *DOWNTOWN* Jail - the outdated ideology behind its original design does not lend to optimal supervision of residents housed there. In addition the maintenance issues that the facility faces it would not seem feasible to update the already existing poor design.
- 4 Deplorable working and living conditions at the *DOWNTOWN* facility.
- 5 Less trips driving between jails.
- 6 The *DOWNTOWN* jail needs to be shut down and the *SATELLITE* jail needs added on to so all inmates and staff are in one location.
- 7 The *DOWNTOWN* jail is a breeding area for violence, small dayroom area and too many inmates usually.
- 8 EHD should have its own space to process inmates, its own picture and finger printing area.

ADMINISTRATION

- 1 Lack of meeting/conference space, both at the *DOWNTOWN* facility and the *SATELLITE* Jail
- 2 Office spaces are too small
- 3 Problem with records, they are everywhere [*DOWNTOWN* in particular -- DK].

BOOKING-ADMISSIONS-RELEASE

General

- 1 The booking area at the *SATELLITE* jail is too small and its design hinders the processing flow.
- 2 Proper holding area (intake) with adequate observation capabilities for mental/medical health related arrests
- 3 Concept - Open Booking/intake area with glass style individual or small group cells around the perimeter of the open waiting area that can be easily monitored from a central booking station.
- 4 More appropriate area for inmates housed in booking to shower and recreate.

Relationships

- 1 Have a separate entrance and processing area for book and release/ EHD clients. It would be nice if this area was separate from the public lobby area.



Sally Port

- 1 A sally port that is easier to regulate the climate control depending on the season.
- 2 SATELLITE Jail sally port doors frequently being repaired.

Booking

- 1 Booking area is not designed properly for what it is currently being used for. The intake should be expanded to allow officers to process more than one intake at a time.
- 2 No secure place to put inmates that have to be recreated in the booking area due to medical or mental health issues.
- 3 Housing of residents in booking that are not able to be housed population due to medical or mental health needs. With all the duties of given to the booking officers and dealing with the new intakes which are arriving I do not believe that it is to our advantage as it pertains to liability to have people with special needs housed in this area.
- 4 The use of the booking area for isolation of mental health and medical inmates. With the already large workload in the booking area pertaining to new arrestees, the use of this area as a mental health and/or medical housing unit only exacerbates issues within booking. The use of the booking cells to house individuals by themselves limits the available housing for new arrestee. This often becomes an issue during high volume intake days such as weekends.
- 5 Having more and bigger booking cells and having a couple protected padding cells for individuals to protect against self-harm by banging.
- 6 The booking process is quite long and somewhat complicated. It would be beneficial to figure out a way to make it easier and less complicated.
- 7 Booking needs a secured recreation area. [because inmates are housed there for long periods - DK]
- 8 The SATELLITE jail needs more computer workstations in booking.
- 9 The recreation area in booking needs to be a secure and closed area.
- 10 SATELLITE Jail has insufficient space for DUI processing and for Officers to conduct interviews with inmates.
- 11 A secure recreation area for inmates in booking.
- 12 Inmates out in open in booking, fence them in.
- 13 Police interview rooms.
- 14 The hose in booking we use to spray the cells and drains is too short and does not reach all the cells in booking. It would also be nice if the hose had a little more water pressure.
- 15 Phones in all holding cells #4.

Property

- 1 The property room at the SATELLITE needs expanded or reorganized.

ENVIRONMENTAL / QUALITY OF SPACE

Ventilation-Air Quality

- 1 Hot water problems in booking, heating and cooling issues that causes problems with the inmates when they are too hot or too cold.
- 2 Laundry area and kitchen area need more ventilation. Laundry is muggy and kitchen is having mold issues
- 3 Vents in the cells blow directly on the inmate in the top bunk which in turn causes them to want to cover the vents violating jail rules and affecting the air circulation system.
- 4 No Reverse Airflow cell for possible contagious individuals



- 5 Poor ventilation and HVAC conditions contribute to lack of motivation and work.
- 6 A sally port that is easier to regulate the climate control depending on the season.
- 7 Updating the Heating and Cooling System at both facilities
- 8 Having proper ventilation throughout the facilities.
- 9 Heating and cooling system needs major repair. The jail seems to have extremes of excessive heat and cold. Further issues include the ventilation system itself. Different areas of the same pod seem to vary in temperature.
- 10 The air-conditioning unit has problems all the time it seems to work then quits working.
- 11 Laundry area and kitchen area need more ventilation. Laundry is muggy and kitchen is having mold issues

Other

- 1 Deplorable working and living conditions at the DOWNTOWN facility.

EXERCISE/RECREATION

- 1 Inadequate recreation facilities for inmates
- 2 Indoor recreation area at the SATELLITE jail is needed, throughout the winter months the residents have no access to any recreation area.
- 3 The SATELLITE jail needs an indoor recreation area when weather is bad (rain/snow/cold outside)
- 4 Booking needs a secured recreation area. [because inmates are housed there for long periods - DK]
- 5 The recreation area in booking needs to be a secure and closed area.
- 6 A secure recreation area for inmates in booking.

FOOD SERVICE

- 1 A better ventilated kitchen area to assist in the long-term maintenance issues that damp environments cause.
- 2 Wall in Dish Area – Black Mold on Wall and Behind Stainless Steel.
- 3 Walk –in Cooler – Floors, Door, and Walls rusted
- 4 Metal Shelving – Rusted Replace

HEALTH CARE

- 1 Medical - with ever increasing population and the severity of medical issues of those incarcerated I believe that 24 hour medical services would be the next logical step to assist in avoiding litigation.
- 2 Lack of skilled 24 hour nursing and mental health care. With the lack of a 24 hour nursing and mental health staff we incur large medical expenses due to unneeded medical transports. Currently we contact an on-call physician via the telephone with medical issues and verbally convey sign and symptoms.
- 3 We need an actual medical area and or mental health area for residents. The needs of the residents are above the laymen skills that the majority of our officers possess. Furthermore I feel as if these areas should be staffed by medical and mental health staff at all times. The mental health aspect of our job is the biggest hurdle we have in inmate care. The basically trained correctional officer does have the means or the training to deal with myriad of illnesses that we encounter on a daily/weekly basis.
- 4 We need more room for storage for supplies.



- 5 We need more room for files (medical).
- 6 We need 2 exam rooms [rather than 1 - DK]
- 7 We would love to house patients in the infirmary for medical watch with 24 hour-a-day nursing and correctional officer coverage.
- 8 We need three small refrigerators, one for blood and urine and stool samples, one for insulin, TB and he/C meds, and one for oranges and orange juice for diabetic reactions.
- 9 The space provided needs to have a staff restroom, also an inmate restroom. The space will need to be wheelchair accessible.
- 10 We will need space to use a Hoyer Lift. It will also need to be roomy enough to house and use O2 concentrates and C-paps, etc.
- 11 Large desk area with room for at least two computers, multiple Cubbyholes drawers, multiple cabinets.
- 12 Large eraser board.
- 13 Three B/P machines.
- 14 New printer.

HOUSING

General

- 1 Limited line of sight into the housing units causes unsafe conditions for staff and Inmates. Poor ventilation and HVAC conditions contribute to lack of motivation and work.
- 2 Limited housing for classification separation. With the large numbers housed at the SATELLITE, and only two housing units, there are limited options when separation issues arise. When separation is a must based off of codefendants, enemies, etc. we have limited options to ensure safe separation of individuals.
- 3 We need isolation or disciplinary housing for female residents as well as more space for the various classification or management needs of the inmate population.
- 4 Lack of single man cells that are easily visible to officers on duty.
- 5 Lack of small pods (4-8 man pods) that are open dorm (no doors on cells and easily viewed by staff)
- 6 The SATELLITE jail does not have enough General Population housing.
- 7 We do not have a segregation unit at the SATELLITE jail that is designed for that purpose.
- 8 Drains - There should be floor drains outside of every shower or possibly a grated system of some sort to allow water to drain when it is reaching areas outside showers, and cells.
- 9 Vents in the cells blow directly on the inmate in the top bunk which in turn causes them to want to cover the vents violating jail rules and affecting the air circulation system.
- 10 DOWNTOWN Jail - Not able to get parts and the entire building is in a state of disrepair causing multiple safety issues. (Cells cannot be used for housing due to parts not being available to fix the issues)
- 11 Open dorm pods that are handicap accessible (meaning someone with a wheel chair could be housed there)

Mental/Medical Health Housing

- 1 Lack of housing space for Mental Health and Medical inmates
- 2 No secure place to put inmates that have to be recreated in the booking area due to medical or mental health issues.



- 3 Housing of residents in booking that are not able to be housed population due to medical or mental health needs. With all the duties of given to the booking officers and dealing with the new intakes which are arriving I do not believe that it is to our advantage as it pertains to liability to have people with special needs housed in this area.
- 4 No Reverse Airflow cell for possible contagious individuals
- 5 The use of the booking area for isolation mental health and medical inmates. With the already large workload in the booking area pertaining to new arrestees, the use of this area as a mental health and/or medical housing unit only exacerbates issues within booking. The use of the booking cells to house individuals by themselves limits the available housing for new arrestee. This often becomes an issue during high volume intake days such as weekends.
- 6 Not proper housing available for the mentally ill and sick inmates. Being housed in the booking area of the SATELLITE is very stressful with all the inmates and their needs.
- 7 We need an actual medical area and or mental health area for residents.
- 8 The SATELLITE jail needs a secured medical wing as well as a secured mental health wing.
- 9 Need a locked down medical and mental health wing separate from all other inmates.
- 10 Proper long term housing (sentenced) for mental/medical health residents.
- 11 Insufficient housing for those with medical or mental health needs.
- 12 Cell Space - We do not have a safe room for inmates that are trying to hurt themselves (Rubber Room??)
- 13 Special inmates housing (mental health, medical, etc.).

Female Housing

- 1 Female and male inmates are currently being housed in the same pod, too close together.
- 2 Proper housing for our female population with our current classification system. This includes the space needed for the female programs.
- 3 We do not have any Segregation blocks for the female inmates. If a female gets seg time, the other females have to lock down when the female that is segregated is out for rec.
- 4 Female housing shares a pod unit with male inmates.
- 5 Not having enough space for female segregation.
- 6 We need isolation or disciplinary housing for female residents as well as more space for the various classification or management needs of the inmate population.
- 7 The SATELLITE jail needs a wing designated for women to keep males and females completely separate from each other.
- 8 More appropriate area for inmates housed in booking to shower and recreate.

LAUNDRY

- 1 Laundry area and kitchen area need more ventilation. Laundry is muggy and kitchen is having mold issues

LOBBY/PUBLIC RECEPTION

- 1 Front entrance/lobby somehow needs to be made a more secure area. Need a safer environment.



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MASTER CONTROL

- 1 Updated Master Control area to include panel and all equipment to improve the safety and security for inmates and all staff.

MAINTENANCE

- 1 Inadequate preventive maintenance.
- 2 DOWNTOWN Jail - Not able to get parts and the entire building is in a state of disrepair causing multiple safety issues. (Cells cannot be used for housing due to parts not being available to fix the issues)
- 3 DOWNTOWN Jail – The roof and walls leak during every rain storm
- 4 SATELLITE Jail – Roof leaks in multiple areas
- 5 Door 1 at the Sheriff's office frequently breaks leaving patrol deputies no way to enter the building.
- 6 Leaking roof at both facilities.
- 7 Plumbing Chase doors in booking were installed too small making it almost impossible to get to the shut offs and for maintenance to work on plumbing problems
- 8 The DOWNTOWN facility has several blocks that have leak issues from the roof. (K, G, H, F &C)
- 9 The SATELLITE facility has several leak issues. (A pod day room leaks in all four corners, major leak above the outdoor rec door to the clock)
- 10 The SATELLITE jail needs more operable showers in the pods. Several showers in the pods are inoperable. The showers also used to have handicap seats installed on the walls that are no longer useable. The showers in booking also need better drainage.
- 11 The parts generally used to replace locks on doors and switches on the panels in control and in the housing areas seem to be outdated and unable to order these parts.
- 12 SATELLITE Jail sally port doors frequently being repaired.
- 13 Fix DOWNTOWN roof.
- 14 The drains in booking tend to dry out and emit a sewer gas smell.
- 15 Master control panel DOWNTOWN needs repairs.
- 16 HVAC equipment, controls and parts are hard to come by. System is dirty and hard to control. Pneumatic system needs to be updated.
- 17 Generator is obsolete. The fuel pump went out last year and had to be rebuilt as no spare parts were available.
- 18 Detention locks and plumbing parts are all obsolete. Any repair requires a retrofit part and re-configuration of the system.
- 19 The roof leaks water in several areas of the facility. In turn there are lots of ceiling tiles that are either missing or are water stained.
- 20 HVAC - Obsolete AHUs. Can't get repair parts. Coils are shot and need replacement. Pneumatic controls need replaced, DDC preferred. Boilers have outlived their lifespan; very inefficient.
- 21 Lower level cell plumbing obsolete; no room to work on it.
- 22 Roof! Windows need it resealed and edge Sealed.
- 23 Lower level locks obsolete, electrical and mechanical.
- 24 OCD Gate valves on entire plumbing system doesn't hold.



- 25 Air compressor for climate controls needs replaced.
- 26 Duct work for ventilation for all of 30 years old dirt.
- 27 Parking lot drainage grates broken down.
- 28 Exterior lighting needs replaced (bad wiring).
- 29 Waste (Main) drainage issues; lower level cockroaches!
- 30 Cooling tower for backup air-conditioning needs replaced.
- 31 Squad room upstairs has inadequate airflow for heating and cooling needs.

MISCELLANEOUS

- 1 Loading Dock sally port is too small for most vehicles to fit in
- 2 Loading Dock gate freezes up and is not usable in the winter time, making it necessary to leave it open causing security issues.
- 3 The SATELLITE jail needs a room for interviewing inmates videotaped/recorded. Several agencies come in to interview inmates and we are always trying to find a quiet/closed room to conduct interviews.

PARKING

- 1 The SATELLITE sally needs to be expanding with parking available for county vehicles inside.

PROGRAMS

- 1 We have insufficient classroom space for the female programs. We have the female programs in the cellblocks, if /when the males have programs at the same time. When programs are held in the blocks, the females do not wish to attend have to be locked in their cells.
- 2 Need additional office space for outside agencies that assist with the care and planning for the inmate population (Community Elements, Prairie Center). Better Wi-Fi (internet) access for these groups.
- 3 We do not have enough program/classroom space at the SATELLITE jail.
- 4 The SATELLITE jail does not have a library
- 5 Inadequate classroom space for programs
- 6 Lack of Space for Activities - We only have the classroom at the SATELLITE Jail to have programs. There seems to be more of a focus on providing wide range of programs in the facility so having more areas available would seem to a logical step. Currently we have a program of some sort or another going on in the classrooms so attorneys, community elements staff, prairie center staff, mental health, public health, and program volunteers seem to be trying to find a corner to perform their tasks. Along with that an area for other law enforcement agencies to come speak to residents that is out of view of others is essential. Currently when investigators come in they are given our DUI room in booking which others housed in the booking area have full view of who is going in and out.
- 7 Lack of securable programs space. The current classroom at the SATELLITE jail is the only available space to conduct programs. This space currently cannot be secured. In the event of an emergency situation where staff is occupied, inmates in this area have the ability to exit unescorted.
- 8 The SATELLITE jail needs more classroom space for programs.



- 9 The SATELLITE jail needs a designated area for Community Elements, Champaign County Healthcare Consumers, and Prairie Center employees (outside agencies) to conduct efficient work with availability to assess inmates one on one.
- 10 More classrooms.

SECURITY

- 1 Adequate video surveillance for the entire building to assist with inmate and officer safety.
- 2 Need secure exterior areas for emergency evacuation points for fire and HAZMAT incidents. Would like to see color coded routes/doors for evacuation (Easy to follow/understand).
- 3 The video monitoring system is lacking storage space, cameras and user-friendly programing.
- 4 The housing and master control panels are outdated, need occasional maintenance and parts are hard to find.
- 5 The SATELLITE jail does not have a security fence surrounding it.
- 6 Swinging doors allows the inmates to control whether a door is open or closed. All doors if a new facility is built should be sliding doors controlled by the officer station.
- 7 Inadequate cameras- multiple areas in the inmate areas have blind spots
- 8 Better security of Jails.
- 9 Upgrade electronics for opening and closing doors, lights, in the secure areas and in the housing areas. To be able to control the lights, TVs, and be able to shut off of water to the cells and control toilet flushing.
- 10 Not being able to view all the way around our facilities by video.
- 11 The SATELLITE jai needs cell doors that we can control open and closing.
- 12 There are a lot of spaces that are very dangerous to the jail like H-7 in booking. There is a blind spot on the north wall of that cell with a concrete pillar that we cannot see around from the door.
- 13 DOWNTOWN Jail is very small and does not allow much room for officers to safely relocate prisoners.
- 14 More cameras in the lobby, hallways, pods.

STAFFING

- 1 Increase staffing to take care of the laundry list of details that occur especially as it pertains to 8-4 Shift. Transports outside of county to court dates, medical/mental health appointments, and deliveries. Currently pulling from current staffing to perform these duties and leaves the floor short of actual posts that should be covered. With the changes in protocol on how recreation is done with residents housed in booking along with added duties of classification there should be 3 officers assigned to booking at any given time. The fact that we are operating two separate facilities does not help in utilizing manpower going back and forth for supplies, housing, and transports.
- 2 Limited number of staff due to remote site that is used to house lower numbers of offenders however these offenders traditionally have been the most ill and unpredictable.
- 3 Not enough officers, hire more officers so the minimum staffing can be raised and still be able to get time off.
- 4 Staffing of the Jails (officers).



- 5 Housing of residents in booking that are not able to be housed population due to medical or mental health needs. With all the duties of given to the booking officers and dealing with the new intakes which are arriving I do not believe that it is to our advantage as it pertains to liability to have people with special needs housed in this area.
- 6 Staffing at the DOWNTOWN jail. The DOWNTOWN jail has 1 Sgt., 2 officers and a Master controller. When an officer gets held over/ordered in for the DOWNTOWN jail and that is your post for the night, you are there for 12 hrs doing 12 minute walks. Most Sgts. sit in the office and do little to no walks for the officers.
- 7 Not having split staff amongst 2 facilities.
- 8 The mental health aspect of our job is the biggest hurdle we have in inmate care. The basically trained correctional officer does have the means or the training to deal with myriad of illnesses that we encounter on a daily/weekly basis.
- 9 The DOWNTOWN jail needs to be shut down and the satellite jail needs added on to so all inmates and staff are in one location.

STAFF SUPPORT

- 1 Not enough lockers in the locker rooms for all employees to have their own locker
- 2 The SATELLITE jail needs a covered employee break area.

STORAGE

- 1 There is not enough storage space at either facility
- 2 Inadequate storage at either facility for supplies, records, inmate property, etc....
- 3 The SATELLITE jail needs a storage area for supplies and documents.
- 4 Storage space for files [mental health staff comment-DK]

TRAINING

- 1 Lack of training area at either facility; including both classroom based training and physical training.

VISITING

- 1 Having proper visitation space(s) for both video visits and face-to-face visits to assist with the overcrowded/cramped feel for visitors and staff.
- 2 Visitation rooms are too small and do not allow for an adequate number of visitors which cause visitation to take longer than necessary.
- 3 The SATELLITE jail needs more visitation stations if face-to-face visits are to continue.
- 4 The SATELLITE jail needs an area for lawyers to have face-to-face contact visits.
- 5 Larger visitation area.



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CHAMPAIGN County Sheriff's Office

SHERIFF'S Staff Responses to the Problem Identification

Worksheet

August - September 2014

KIMME & Associates, Inc.

ADMINISTRATION

- 1 Electrical. There are not enough outlets in offices etc. A lot of extension cords are being used. Lights in our squad room and Sergeants office have been fixed several times and are still not working properly.
- 2 We do not have enough admin office space.
Front entrance/lobby somehow needs to be made a more secure area. Need a safer environment.
- 3
Front entrance/lobby somehow needs to be made a more secure area. Need a safer environment.
- 4 Clerk workstations are not big enough with all the stuff we have to have on our desks.
- 5
Not enough file room for files that we must keep forever and the ones we keep for 10 years.
- 6 More outlets for all the electrical stuff we have to plug in.
- 7 Office space for employees is limited.

CONFERENCE

- 1 Lack of meeting/conference space, both at the Downtown facility and the Satellite Jail

EVIDENCE

- 1 All storage rooms are too small.
- 2 No ventilation in drug storage room.
- 3 Evidence lockers too small.
- 4 Evidence storage needs to be increased.

ENVIRONMENTAL / QUALITY OF SPACE

Ventilation-Air Quality

- 1 No ventilation in storage room.
- 2 Air circulation is very poor. Areas of the facility are hot and other areas are cold at the same time. It appears there is mold/mildew in some areas around the air vents.

Privacy

- 1 People waiting in the lobby of the Sheriff's office can hear conversations taking place in the squad room.

INVESTIGATIONS

- 1 Lack of sufficient interview rooms, both at the Downtown facility and the Satellite Jail.
- 2 Lack of semi-private areas to speak with victims of crime or to interview suspects.

MAINTENANCE

- 1 Electrical issues in the law enforcement squad room.



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- 2 Sewer smell in the law enforcement squad room from time to time.
- 3 Lack of electrical outlets in the entire facility.
- 4 Missing ceiling tiles.
- 5 Squad room upstairs has inadequate airflow for heating and cooling needs.

PARKING

- 1 Parking. Our parking lot needs to be re-configured. When deputies respond to center they will park on the street or at the Urbana Civic Center.
- 2 There is not enough parking at the downtown facility for patrol cars to park in the lot during the week.

PATROL

- 1 Squad Room. Our squad room was an old courtroom. We need the judge's bench taken out and a computer desk for our deputies to use while putting reports together. **Bathrooms are an issue also.**
- 2 Lack of a "squad room" and/or report writing area for patrol
- 3 People waiting in the lobby of the Sheriff's office can hear conversations taking place in the squad room.
- 4 Law enforcement squad room is not conducive to a positive work environment. Lack of workspace privacy when speaking on the telephone.

TRAINING

- 1 Lack of training area at either facility; including both classroom based training and physical training.



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1-M. FACILITY EVALUATION –TECHNICAL ASSESSMENT (DOWNTOWN JAIL)

BUILDING CODES

The existing occupancy is (and will continue to be): Institutional

CODE ANALYSIS

2009 International Building Code

2009 International Fire Code

Illinois Plumbing Code, 2014

International Mechanical Code, 2009

National Electrical Code (NFPA 70) -2005

Life Safety Code (NFPA 101) 2012 (Applies to Existing Buildings)

Standard for Emergency and Standby Power Systems (NFPA 110)

Illinois Energy Conservation Code (IECC 2012)

2010 Americans With Disabilities Act (Applies to Existing Buildings)

Illinois Accessibility Code (Applies to Existing Buildings)

Existing detention facilities must comply with Chapter 23 of the NFPA 101 Life Safety Code. Government owned facilities are required to comply retroactively with accessibility codes. These are the codes that the existing building needs to follow.

Since the population of the downtown jail was enlarged, we also have evaluated the building using the codes for new construction applicable at the time of the enlargement (i.e. the Illinois Plumbing Code and Chapter 23 of the NFPA 101 Life Safety Code). There are many renovation recommendations throughout the report based on the finding of code investigations due to the increased population.

The other codes listed above apply to any new construction, including but not limited to suggested additions and alterations. The following are requirements from the NFPA 101 Life Safety Code:

- **Design, construction and compartmentalization.**

The facility is a type II noncombustible construction with minimum fire ratings of 1 hour on the structural components. This classifies it as a type II(111) in the Life Safety Code.

The downtown jail is a Use Condition V (Contained) condition. This is a reflection of the amount of free movement allowed as well as a result of having some manually operated locks.

The building is two stories in both the detention areas as well as the office areas. In a non-sprinklered building a two story facility is not permitted for a Use Condition V building. This building needs to be sprinklered.

The walls and ceilings offer opportunities for smoke compartmentalization in many areas. The compartments comply with the code in that they do not house more than 200 occupants in each area.



The facility has fallen short on several accessibility requirements. Three percent or at least one cell per housing classification must be accessible. The common spaces should also be accessible. At this juncture there is not enough information without a design phase to quantify the cost of making the facility accessible.

- **Provision for detection, alarm and extinguishment.**

While the building includes some limited area sprinklers, it is not sprinklered throughout. As noted previously, automatic sprinklers should be added to the building.

- **Fire prevention and planning, training and drilling programs for the isolation of fire and the transfer of occupants to areas of refuge, for evacuation of the building, or for protection of the occupants in place.**

There are three levels of egress to consider in a jail. The first is to an adjacent smoke compartment. The next is to a different level. The third is egress to the exterior.

- Adjacent Smoke Compartment

There must be 6 square feet of area per occupant needing refuge in a smoke compartment. The day area in Cell Block H could shelter 75 occupants. This seems sufficient for shifting of occupants to adjacent houses in case of an emergency.

- Next Level

Egress up to the public level of the building is not an option.

- Exterior

Per 23.2.7.2 of the Life Safety Code, prison exits are permitted to discharge into a fenced or walled courtyard if such yards or courts are of a size to accommodate all occupants, a minimum of fifty feet from the building with a net area of 15 square feet per person. The current secure outdoor rec area is 1,450 sf. This would hold 90 inmates within 30 feet of the building. In order to get prisoners 50 feet away from the building, they would need to go into the street.

Each story and each fire area are required to have two exits. All travel distances appear to be in compliance with the Life Safety Code. All areas do have access to two exits, however the prisoner exits are not separated far enough apart. Another exit leading to a fenced in secure area as described in the paragraph above should be added to the facility. This is considered a mandatory requirement by the existing chapter of the Life Safety Code. There is a dead end corridor (marked as Corridor 61 on the original construction documents). Dead end corridors should be eliminated in correctional facilities.

It should be noted that if this facility were built new the stairs would all need to be wider. By code standards for existing buildings they are sufficient.



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EXTERIOR ELEMENTS

The building containing both the County Jail and Sheriff's Offices occupies a fully developed, sloping site near downtown Urbana, immediately across Main Street from the Champaign County Courthouse. The two story, southern portion of the building houses the Sheriff's offices and the northern portion (single story with cell mezzanines) contains the jail itself. The building includes load bearing masonry walls, brick veneer on the exterior, EPDM roofing applied to the concrete roof decks, and a variety of glazing systems utilized. Interior finishes vary between the two portions of the facility due to security and usage considerations and will be discussed at length later in this report. Paved driveways and parking areas surround the facility and fenced yard has been added more recently, immediately north of the secure exercise area.

Originally designed in 1978, by Philips Swager and Associates, and completed in 1980, the facility exhibits the repair/renovation needs common in a thirty-four year old masonry structure. The invasion of Boston Ivy/Virginia Creeper on the existing masonry walls should be controlled to avoid further damage to the masonry joints by the plant tendrils. Overgrown, mature, landscaping elements should either be severely pruned (in hopes of rejuvenation) or removed and replaced with smaller shrubs to increase air circulation around (and drying of) the lower portions of the masonry walls. The masonry is laid in a running bond and the masonry joints have been "V" pointed (as opposed to the more common concave pointing). The efflorescence (white residue on brick walls), spalled brick faces, loosened caps, and crazing of the brick units which is apparent on most of the low walls around the facility are a result of the lack of maintenance to the stone caps, especially the joints between the pieces of the caps. Unless maintained regularly with sealant/grout removal and replacement, these "head joints" admit water which infiltrates the interior of the wall (in spite of the presence of through-wall flashing), freezes and expands, and causes the damages being experienced. In many cases these head joints cannot merely be properly sealed at this point, sections of the masonry walls will require removal and replacement.





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The building lacks sufficient vertical masonry joints to help relieve differential movement of the cavity wall's masonry wythes (CMU or poured concrete on the interior side and brick on the exterior). Usually these joints would be placed at the corners and elsewhere in the facades to deal with movement stresses. The outside corners of the facility all seem to exhibit tall vertical cracks symptomatic of differential movement of these wall layers. New joints should be cut in the brick veneer approximately 16 inches from each corner and filled with backer rod and sealant to allow movement. The brickwork in these corner sections should be removed and rebuilt to deal with the cracking already experienced.

The building does have horizontal movement joints located at two levels (between first and second floors and between second floor roof level and the roof parapet) where shelf angles support the brick veneer. Many of these joints have had the sealant replaced but all joints will need it again within the 20 year outlook required by this Master Plan. At one corner near the west driveway entrance to the sally port, the bottom of wall flashing and weeps are buried beneath the landscaping by more than 10 inches and the surrounding paving and landscaping elevations should be lowered to properly expose them so the wall cavity can drain. The brick mortar itself is in surprisingly good condition on most of the wall surfaces, but given a 20 year outlook dictated by this Master Plan, a general repointing of the facility should be included as a recommended item in the costs. At the second floor's roof level, 50 SF of the parapet surrounding the roof has been displaced outward and should be removed and rebuilt and another 75 SF of severely popped mortar should be repointed immediately.



The multiple roof levels of the facility are currently covered by a ballasted, EPDM membrane roofing system, with the roof membrane running up onto the brick face of the parapets and ending at a termination bar/sealant joint. The sealant portion of this type of termination must be maintained periodically. The parapet itself has through wall flashing and stone caps (similar to the other walls of the facility), however the head joints between the stone cap members have been maintained with new sealant. The sealant between them is still moderately pliable but should be replaced. The roof membrane utilized in the last roof replacement (2000) is only a 45 mil EPDM membrane which typically is warranted for 15 years of use. Membrane chalking and membrane shrinkage were noted-both indication of an aged roof membrane. The facility interior is experiencing a lot of water infiltration (especially where some of the lower roofs have failed and the water ponds on the concrete deck below the saturated insulation until it finds its way into the wall itself and then to the interior wall surfaces of cell blocks C, E, F, G and J, as well as other areas of the building). A total roof replacement with a heavier weight membrane is recommended immediately. That raises the question if the cost of two roof replacements should be included in the costs accompanying this report, since a 20 year useful life of EPDM membrane roofing systems is not uncommon in central Illinois. Included in the report are the costs for an immediate roof replacement and a membrane replacement in 20 years, since at that point the roof would again need attention. It would be our recommendation that all



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future roof replacements make use of either metal coping or EPDM membrane “up-and-over” installation to completely seal the top of the parapet and eliminate the need to sealant replacements on the termination bars and head joints. The rooftop mechanical equipment currently housed on the roof is raised to appropriate heights on existing curbs so the roof replacements will allow the installation of additional amounts of insulation board to meet current Illinois Energy Conservation Code requirements without the extension of most of the rooftop curbs. Neither lightning protection nor a secondary means of evacuating water from the rooftop were noted, and should be considered as required additions during upcoming roof replacements.



The exterior glazing systems employed at the facility include both security-type glazing in the cell blocks (now covered with metal plates with ¼” diameter holes drilled into the plates to admit a small amount of daylight) as well as more traditional storefront glazing systems for the windows and vestibules of the Sheriff’s offices. The cell

windows should be entirely replaced with a modern, insulated, security glazing system to improve interior light levels. The existing storefront glazed vestibules and windows are in relatively good condition, being protected in most cases by extensive overhangs. Still, after this amount of time and looking forward 20 years, the systems will need to be disassembled, new gaskets installed, and reassembled to maintain water and air infiltration at acceptable levels. Lintels over the smaller, recessed windows should be scraped and painted.

The longer steel lintels supporting the brick parapets exhibit significant scaling due to their more exposed positions and will probably need replacement (including rebuilding the brickwork above them). Cal-Wall type glazing utilized to bring light into the upper walls of the day rooms, is weathered to the level of the fibers over approximately 75% of the total surface area. The joints between the sections of the cast stone sills below the windows should be resealed.



A number of the personnel doors and overhead doors will require replacement. At least a third of the personnel doors stick and must be shouldered open. The overhead doors of the sally port, have been patched and repaired but at this point should be replaced.



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Site Considerations

As has already been noted, much of the landscaping is at a mature stage and requires rejuvenation (if possible, by pruning) or removal and replacement. Site signage is inadequate or obscured by overgrown plantings and several repairs or renovations to the hardscape surrounding the facility are required:

- Some very limited sidewalk replacement, to eliminate tripping hazards, should be undertaken and costs have been included.
- Blacktopped drives and parking areas should be recoated with sealer immediately.
- Eight handrail concrete piers are crumbling, making the rails themselves wobble. These should be recast.
- At the west driveway entrance to the sally port, the concrete trench drain requires replacement. The pit has subsided and the concrete is crumbling and the metal grating is scaling.
- Confirmation that there is a truly accessible route into the Sheriff's offices should be undertaken. The south entrance doors do not appear to have a level 5'x5' pad in front of either door.



INTERIOR ELEMENTS

Interior finishes within both section of this facility have for the most part reached the end of their useful lives and require replacement or recoating; only the terrazzo and sealed concrete flooring appear acceptable given this plan's 20 year outlook.

- A painting schedule should be established that ensures that the entire facility receives required minor patching and painted every 10 years within the jail portions and every 20 years in the Sheriff's offices. Costs for such a program have been included.
- As part of the mechanical work required within the facility, new ceilings will be required throughout the facility - this will necessitate the replacement of existing metal slat system (Sheriff's lobby), suspended acoustical tile systems (ACT), Tectum panels, regular acoustic suspended tile systems (SAT), as well as the security plaster/lath ceiling system used within the jail.
- All carpeting finishes within the Sheriff's facility should be replaced, these include both broadloom and carpet tile installations. VCT flooring installation within the toilet rooms have loosened around fixtures and the material itself shrunk over the years, costs for replacing these floors should be included.





- Twenty- five percent (25%) of the interior hollow metal doors and door frames of both portions of the facility require repainting immediately due to wear. The limited number of wood doors will require refinishing.
- Most cabinets and counters are either damaged (plastic laminate damage to doors and counters; drawers that stick) or are only lightly used for storage at this point.
- A number of inmate showers within the jail portion require repairs to the shower base, walls and overhead ceilings.
- Half of the toilet partitions are in need of or will need replacement within 20 years.
- The elevator which services the Sheriff's offices is maintained under a contract, functions adequately with only occasional outages required due to the shipping of spare parts.
- Room signage (with braille text) at corridor room doors is recommended at the Sheriff's offices.
- New larger, fully accessible, public toilet stalls will be required within one of the restrooms within the Sheriff's portion of the facility.

STRUCTURAL PLANNING

The downtown Correctional Center is a two-story structure. The lower level was cast slab-on-grade. Below the floor slab are primarily rectangular and square footings supporting steel columns. The upper level is supported by steel beams and girders, spanning between the steel columns. The roof is supported by steel beams and girders of much lighter construction reflecting the lower load requirements for roofs as compared to correctional center floors. **The interior masonry walls do not support the first floor or the roof and can be demolished, except in the jail cells in the northeast and northwest corners of the facility.** Removal of the jail cells in these two corners will require the shoring of the floor slab and the jail cell walls above. Hence, an operationally efficient floor plan allowing supervision of a greater number of inmates from a single station can be achieved.

The downtown Correctional Center was not designed for vertical expansion. However, vertical expansion is feasible with the construction of an independent steel frame designed to support new floors and a new roof. Independent footings would be constructed to accept the new columns. Locations of the new foundations and columns would be determined based upon a new lower level floor plan and based upon avoiding the existing footings.

Any construction inside of the facility will impact inmate housing. Construction operations would require phasing, allowing for inmate transfer out of sections of the facility and then securement of those sections for construction operations. In concert with correctional center management, phasing will require vacating portions of the building, completing structural additions within those portions, and having the new floor plan construction ready for occupancy prior to the next phase proceeding.

The exterior masonry walls are load-bearing, carrying floor and roof loads. The upper level jail cell floors are cast into the concrete block wythe of the exterior walls. The exterior walls are cavity walls with 2 inches of rigid board insulation in the cavity. The thermal resistance of the cavity wall will vary depending upon the insulation manufacturer. The thermal resistance of the insulation is likely approximately R-10. Unless upgraded during a roof replacement, the roof insulation is likely approximately R-15. A modern remodel would include increased thermal resistance in the walls and



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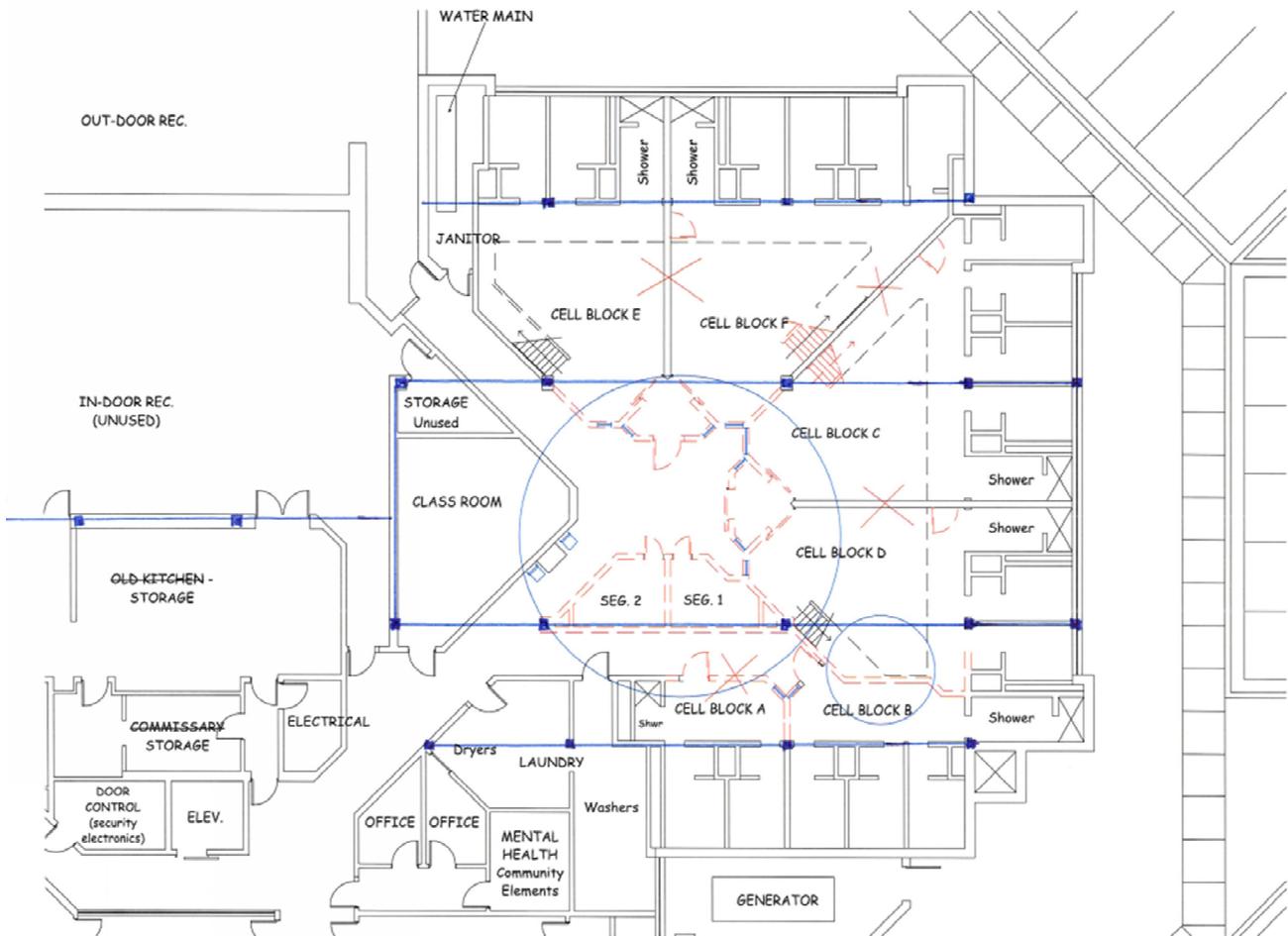
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the roof.

Future expansion for the facility was considered by the Architect. Two locations are shown on the plans, including jail cell expansion to the north and office expansion to the southeast. The space to the north is currently fenced as a secure outside refuge area in case of fire.

Over the kitchen is a roof at the level of the first floor. Remodeling of the building would allow for this area to be usable correctional space. Reinforcement of the roof framing will be required.

Exterior yard walls and retaining walls are in poor condition. Wind driven rain intrusion and freeze-thaw damage are deteriorating the walls. Any yard or retaining walls remaining as exterior walls require masonry rehabilitation and re-flashing.





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FIRE PROTECTION

The building has a partial sprinkler system that would not be allowed by current codes. Certain portions of the building have received partition changes without commensurate adjustments of head locations. Full sprinkler coverage would provide an enhanced level of safety. Retrofitting the building with full sprinkler coverage would likely require system replacement due to current code requirements for “hydraulic designed” pipe layouts and sizing.

PLUMBING

The domestic water system is of adequate size. Piping is copper and is not thought to be restricted by mineral deposits. The domestic water heating equipment is approximately 10 years old at this point and, while adequate, will need replacement in another ten years.

Security fixtures for prisoner use are no longer manufactured so parts are not available. When these fixtures fail they have to be replaced with new-manufactured fixtures. These fixtures are expensive, installing them is expensive and is complicated by lack of code-required individual shut-off valves. There aren't enough inmate showers to meet code requirements. This appears to date back to day one in this facility when the single-bunk design was changed to two-bunk operation.

General use plumbing fixtures pre-date federal water conservation standards and they pre-date ADA accessibility requirements. If significant work is undertaken in this building, it will require the facility to be brought up to ADA standards and all new fixtures will have to be water-conserving type.

Roof drains are typically installed on the flat roofs. They lack the overflow provisions required by current building codes that are intended to prevent roof failures.

HVAC

The building is heated by a pair of large gas-fired boilers using 1970's technology. At 70 – 80% efficiency they aren't particularly efficient, especially in comparison with currently available, closed-combustion modular units that exhibit 92 – 96% efficiency. Problems with the flue stacks occasionally result in flue gas re-entry into the building. Hot water for heating is distributed by a pair of pumps in a constant-flow pumping scheme.

The building is cooled by a four year old split-system chiller that employs an air-cooled condensing unit on the roof. Back-up cooling is via a 35-year old chiller that's only half the size of the main chiller and that employs a cooling tower on the roof. The viability of this back-up equipment is highly suspect. Chilled water is distributed by a pair of pumps in a constant flow scheme. It should be noted that constant flow chilled water pumping is rarely, if ever, done these days as the advent of variable frequency drives allow variable flow piping with large savings in electricity use.

Prisoner areas are conditioned by a pair of multi-zone air handling units that mix hot air and cold air to the desired temperatures. These systems would not be allowed by current energy codes. They are in poor condition and should be replaced with new systems of a different type. Air delivery is problematic with these systems as the change from single bunk to double bunking put the top bunks in a draft.



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There are no provisions to isolate, via negative air pressure, cells that contain prisoners with communicable diseases like TB.

The law enforcement areas are conditioned by two variable volume systems that are at the end of their life. They employ inlet vanes (that don't work anymore) as volume control which is a technology long ago supplanted by variable frequency drives. These two systems are full shut-off design which does not comply with current codes and is known to cause Indoor Air Quality problems.

Evidence storage areas are not centralized to a specific area but are instead spread throughout the law enforcement area. There is no control of humidity as required by current standards. There is no viable negative pressure scheme to keep odors from migrating elsewhere in the building. Temperature and humidity are not monitored. In short, the environmental treatment of evidence is a problem waiting to happen.

The kitchen systems are very specialized but have no role in current usage of the building. They are wholly unsuitable for program space or storage.

Temperature controls in this building are pneumatic – they used compressed air. Besides being obsolete the system is plagued by leaks in the air tubing that are extremely difficult to locate and repair. Pneumatic control components are increasingly difficult to find and the number of skilled pneumatic technicians dwindles every day. The controls are shot and need to be replaced with digital systems that actually work and that can be monitored from off-site.

The building lacks any form of energy recovery. The exhaust from this 24 x 7 building represents an investment that is thrown away. If this building was built today, it would employ energy recovery from the exhaust airstreams that would help condition incoming fresh air.

ELECTRICAL

The electrical service appears to be adequate for current use. The use of fused switches in the main distribution panel is not particularly desirable due to replacement issues. A major issue is the emergency power system. It isn't configured or sized to allow the building to operate unencumbered during a power outage. The generator is minimally sized to power life safety features like emergency lighting and the lock system. (In other words, the focus is on keeping the prisoners locked up.) The generator can't power up general lighting or computer receptacle circuits that are critical to operation of law enforcement operations. To make matters worse, the generator itself is at the end of its useful life and needs to be replaced.

The emergency power distribution system employs a single Automatic Transfer Switch (ATS). Current codes would require two ATS be installed so as to separate life safety loads from generator-backed loads like heating, ventilation general illumination, computer circuits and so on. Note this would require complete reconfiguration of distribution in the building to accomplish.

It is important to remember this building was designed before the widespread use of desktop computers / monitors that are now essential to operation of both the jail and the law enforcement functions in this building.



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Lighting in the building ranges from acceptable to poor. Fluorescent fixtures generally employ T12 lamps with magnetic ballasts, neither of which are acceptable under today's energy codes. In fact, both the T12 lamps and the magnetic ballasts are phased out of production due to their energy inefficiency.

The fluorescent light fixtures themselves range from lay-in troffers to security-type fixtures. The security fixtures are no longer manufactured and are of a design that inherently reduces the efficiency of the lighting system. Surprisingly, there are mercury vapor light fixtures in this building. Besides the very poor color rendition of mercury vapor lamps they have the drawback of very long restrike time in the event of a power outage or unintentional removal of power. After such an event it takes 5 to 7 minutes for these lamps to cool down enough to restart and restore lighting – clearly unacceptable in a facility of this type.

Exterior lighting is in poor condition. What remains functional employs inefficient lamps. Exit lighting inside the building uses incandescent lamps which have very short service life in addition to exhibiting the worse possible energy efficiency. As a generalization the entire lighting system both inside and outside the building would not comply with current energy codes while in many cases doing a dismal job of lighting the building.

The fire alarm system is a zone-type with 8 or 9 zones for the entire building. The original panel was replaced with another zone panel rather than upgrading the entire system to the now ubiquitous addressable system type. Zone systems are notoriously difficult and costly to troubleshoot. They have the very real disadvantage of lengthening response time in an event.

The fire alarm system was installed pre-ADA and does not comply with ADA requirements.



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1-N. FACILITY EVALUATION –TECHNICAL ASSESSMENT (SATELLITE JAIL)

BUILDING CODES

The existing occupancy is (and will continue to be): Institutional

CODE ANALYSIS

2009 International Building Code

2009 International Fire Code

Illinois Plumbing Code, 2014

International Mechanical Code, 2009

National Electrical Code (NFPA 70) -2005

Life Safety Code (NFPA 101) 2012 (Applies to Existing Buildings)

Standard for Emergency and Standby Power Systems (NFPA 110)

Illinois Energy Conservation Code (IECC 2012)

2010 Americans With Disabilities Act (Applies to Existing Buildings)

Illinois Accessibility Code (Applies to Existing Buildings)

Existing detention facilities must comply with Chapter 23 of the NFPA 101 Life Safety Code. Government owned facilities are required to comply retroactively with accessibility codes. These are the codes that the existing building needs to follow.

The other codes listed above apply to any new construction, including but not limited to suggested additions and alterations. The following are requirements from the NFPA 101 Life Safety Code:

- **Design, construction and compartmentalization.**

The facility is a type 1A noncombustible construction with minimum fire ratings of 2 hours on the structural components. This classifies it as a type 1 (442) in the Life Safety Code.

The satellite jail is a Use Condition IV (Contained) condition. This is a reflection of the amount of free movement allowed as well as a result of having remotely operated locks.

The building is two stories in the detention areas. Two stories are permitted by the code for this building.

The housing area is split into two smoke compartments. These compartments comply with the code in that they do not house more than 200 occupants in each area.

- **Provision for detection, alarm and extinguishment.**

The building is sprinklered throughout.



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- **Fire prevention and planning, training and drilling programs for the isolation of fire and the transfer of occupants to areas of refuge, for evacuation of the building, or for protection of the occupants in place.**

There are three levels of egress to consider in a jail. The first is to an adjacent smoke compartment. The next is to a different level. The third is egress to the exterior.

- Adjacent Smoke Compartment

There must be 6 square feet of area per occupant needing refuge in a smoke compartment. The day area in each cell block can shelter its occupants plus those of the adjacent cell block. This seems sufficient for shifting of occupants to adjacent houses in case of an emergency.

- Next Level

Egress up to the public level of the building is not an option.

- Exterior

Per the Life Safety Code prisoners must be able to get 50 feet away from the building, allowing 16 square foot per person. Assuming that in an extreme emergency armed guards would escort prisoners into the unfenced field, this can be accomplished with the existing facility. It would be advisable to add a secured perimeter around the property for such a circumstance.

All travel distances appear to be in compliance with the Life Safety Code. Each story and each fire area are required to have two exits. All areas do have access to two exits.

No dead end corridors were noted in this facility.



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EXTERIOR ELEMENTS

The building occupies a fully developed site on Lierman Avenue, nearby the Champaign County Nursing Home. The building includes load bearing precast concrete walls, CMU and gypsum board partition walls, ballasted EPDM roofing installed to the metal roof decks, and a variety of glazing systems utilized. Interior finishes will be discussed at length later in this report. Paved driveways, walks, and parking areas surround the facility.

The consultant team has been made aware of recent investigations and opinions of structural engineers (Wiss Janney, Elstner (WJE) Associates Inc. & Engineering Resource Associates (ERA)) regarding exterior cracking evident in the structural precast wall panels. Gorski Reifsteck recommends further forensic investigation as suggested by ERA in their 30JUL14 proposal to the **County**. We recommend this study commence immediately so the **County** is fully aware of the scope of repair required.

For the purposes of the Sheriff's Office Master Planning Study repair costs of panel repair are based upon the recommendations of the WJE Report to the Champaign County Sheriff dated 20AUG14. Those repairs include crack routing, sealing and overall elastomeric coating of the panels. Costs also include removal and replacement of sealant joints between adjacent concrete panels and replacement of sealant around exterior glazing systems.



The multiple roof levels of the facility are currently covered by a ballasted EPDM membrane roofing system, with the roof membrane running up over the tops of the parapets and terminating under a metal coping system on top of the precast concrete panels (which usually form the roof parapet as well). EPDM Membrane chalking and membrane shrinkage were noted-both indication of an aging roof membrane. Since the facility interior is experiencing active leaks at several locations (six were identified during this visit) a total roof replacement is recommended immediately.



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Since a 20 useful life of EPDM membrane roofing systems is not uncommon in central Illinois, included in the report are the costs for an immediate roof replacement and another in 20 years, since at that point the roof would again need attention after that duration. The rooftop mechanical equipment and mechanical penthouses currently on the roof are raised to appropriate heights on existing curbs so the roof replacements will allow the installation of additional amounts of insulation board to meet current Illinois Energy Conservation Code requirements without the extension of most of the rooftop curbs. Lightning protection and scuppers providing a secondary means of evacuating water from the rooftop were noted.

The exterior glazing systems employed at the facility include both security-type glazing in the cell blocks as well as more traditional storefront glazing systems for both windows and vestibules. Currently, the cell windows are adequate. The existing storefront glazed vestibules and windows are in relatively good condition. Lintels over the exterior doors and windows should be scraped and painted.

Personnel doors appear in relatively good condition other than requiring painting, with one or two noted exceptions. One of the larger overhead doors of the sally port has been repaired frequently and at this point should be replaced given a 20 year outlook for this Master Plan.

Site Considerations

The concrete paving within the fenced enclosure at the north side of the building is in good condition. Many of the control joints between concrete sections are deteriorated allowing vegetation to grow in these areas. Joints should be ground out and filled with a high strength patching mix. Asphalt paving of drives and parking areas to the south and west of the building have numerous large cracks and many deteriorating areas including the majority of the paving edge. All asphalt surfaces should be re-coated and re-sealed.

The concrete walk at the northwest entry has settled creating a tripping hazard. The existing walk should be mud-jacked back to its original position or the settled portion of walk broken up and re-poured. Walks on the east side of parking areas have also settled and should be removed and new concrete walks installed on compacted fill to prevent water from ponding and freezing during the winter creating slipping conditions.



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The existing masonry screen walls around the outdoor seating at the northwest corner of the building are unstable, cracked and falling apart. It is our recommendation that these walls should be removed and an alternative method for screening such as a chain link fence with vinyl privacy screening be installed.



Fasteners for the wall mounted brackets holding up perimeter razor wire appear to be non-galvanized and have completely rusted, staining the walls below. These corroded fasteners should be removed and replaced with stainless steel fasteners.

INTERIOR ELEMENTS

Interior finishes within this facility have for the most part reached the end of their useful lives and require replacement or recoating- sealed concrete flooring appear acceptable given this plan's 20 year outlook even though significant surface cracks were noted. These are an appearance item only-at least none of the facility occupants reported water leaks during times of heavy moisture.

- A painting schedule should be established that ensures that the entire facility receives required minor patching and painted every 10 years. Costs for such a program have been included.
- All carpeting finishes within facility should be replaced. Replacing VCT flooring installation should be included in flooring replacement.
- Fifteen percent (15%) of the interior hollow metal doors and door frames of both portions of the facility require repainting immediately due to wear.
- Most cabinets and counters are either damaged (plastic laminate damage to doors and counters; drawers that stick) or are only lightly used for storage at this point.
- A number of inmate showers within the jail portion require repairs to the shower base, walls and overhead ceilings.



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STRUCTURAL PLANNING –SATELLITE JAIL

The Satellite Jail Facility is constructed of load-bearing exterior precast prestressed concrete wall panels with interior steel columns and load-bearing interior walls. Precast prestressed concrete floor planks and roof planks and steel bar joists were constructed for floors and roofs. The Mezzanine cell floors are precast prestressed concrete floor planks. There are multiple roof levels. Steel bar joists support areas of the roof, and precast prestressed concrete roof planks support other areas.

The exterior load-bearing precast prestressed concrete wall panels extend below grade to the top of the footing cast at frost depth. A substitution for the connection of the exterior wall panels to the footing was allowed during construction. The wall panels were erected with an embedded steel plate on the inside face of the wall panel at the bottom of the panel. An embedded steel plate was cast into the footing, located inside of the wall panel. A steel angle was then welded to the two plates, completing the connection. The connection was then backfilled without being encased in concrete leaving the connection potentially subject to corrosion during high groundwater and/or high subgrade moisture conditions. There are two connections per wall panel. Currently there are two vertical cracks extending upward from the bottom of the panel in most of the exterior wall panels.

Modifications to the cells will be difficult since the interior and exterior walls are structural supports, and the mezzanine floors are constructed of precast prestressed concrete floor planks. Other interior remodeling is possible while planning around interior load-bearing walls columns. Additions to the building will likely require removal of exterior wall panels. Removal is possible, however the interior support of steel bars joists and precast prestressed concrete floor or roof panels will require interior shoring.

The cause of the exterior wall panel cracking must be defined to determine the remaining useful life of the panels. This determination is critical since the panels are structural supports. Currently there are two possible causes for the cracking:

1. **Prestressing Strand Corrosion:** If the strands are corroding, the degree of corrosion must be determined because prestressed strands corrode at a much higher rate the normal steel. Loss of the prestressing strands equates to loss of the structural stability of the exterior wall panels.
2. **Panel to Footing Connection Corrosion:** If the steel connection of the wall panels to the footing was buried in earth, the steel has likely experienced corrosion. Such corrosion can cause panel cracking. This condition can be rehabilitated as long as the rehabilitation occurs soon.



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FIRE PROTECTION

The building is fully protected by a wet sprinkler system. A separate fire service with backflow preventer supports the system in compliance with current practice.

Provisions are in place for future expansion.

PLUMBING

The 6" domestic water service is provided with a backflow preventer and appears sized for future expansion. Reports of periodic low water pressure appear unrelated to the building and are thought to originate at IL-AWC.

Water piping is copper and is insulated with fiberglass.

Domestic water heating is done in two places – north pod and south pod. Interconnection of these two systems exists but is problematic. This building uses a lot of hot water. The causes appear to be rooted in the recirculation systems and the ability of the prisoners to tamper with the faucet fittings. ADA-required Thermostatic Mixing Valves are installed.

This building has a functioning kitchen to which 140 degree F water is delivered. The dishwasher has an on-board electric booster heater to comply with health codes. Minor problems were observed in the kitchen but they are easily fixable.

Security fixtures are serviceable and still manufactured. Some attention needs given to the faucets to prevent inmates from jamming the hot water on all the time. Maintenance on these fixtures is difficult due to undersized access "doors" and lack of individual shut-off valves.

General use plumbing fixtures comply with federal water conservation standards as well as with ADA requirements. Maintenance issues have been experienced with the self-closing faucets that were required by codes in effect at time of construction.

Roof drainage on the facility employs scuppers which provide the overflow capability required by current codes.

HVAC

The building is heated by a pair of gas-fired hot water boilers, one per pod. These two boilers are interconnected in what appears to be an attempt to provide back-up but the interconnect is reported to be ineffective. The boilers are not particularly efficient.

The building employs reheat systems which require year-round operation of the boilers. Most of the heat is delivered via duct-mounted coils in constant volume systems. Gas-fired unit heaters were observed in the Sally Port and Receiving.

Five major air handling units move air through the building. AHU-1 serves the Kitchen. AHU-2 and AHU-3 serve housing areas. AHU-4 serves support areas. AHU-5 serves master control. These are all constant volume systems which generally are not allowed by today's energy codes. It should be noted that reheat systems typically exhibit high energy consumption.



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There are no provisions to isolate, via negative air pressure, cells that contain prisoners with communicable diseases like TB.

Cooling is provided by air-cooled condensing units on the roof. These units have a history of refrigeration compressor failures which is likely due to piping design / sizing or control issues or both. The failure of any single condensing unit takes down the cooling on the respective air handling system.

The location of certain system components makes them difficult to service and maintain. AHU-5 is located above a ceiling. Many of the reheat coils are located in interstitial spaces where personnel can reach them only with great difficulty.

Temperature controls are pneumatic. This technology is on the way out. Components are increasingly difficult to obtain. Technicians are becoming scarce. The digital controls available today are far more robust and far more user-friendly than pneumatics. Further, they offer energy-saving control algorithms and off-site monitoring features that are simply not available with pneumatics.

There is no energy recovery in this building. Due to the 24 x 7 operational nature of this building it is a prime candidate for recovering energy from exhaust airstreams.

This building has a prep kitchen and employs a range hood for cooking exhaust. Reports of inadequate airflow and high humidity were received. This is due in part to lack of a dishwasher exhaust hood and fan.

ELECTRICAL

The electrical service is more than adequate for present use and may have surplus capacity to support an addition. There is a diesel emergency power generator that is robustly sized to power the building through an extended power outage.

Power is distributed at both 277 / 480 volt and 120 / 208 volt to panelboards and equipment.

No shortages of receptacles and circuits were reported by the occupants.

Lighting typically employs energy-efficient T8 fluorescent lamps with solid state ballasts. Exit light fixtures are energy-saving LED type.

The fire alarm system is addressable in keeping with modern practice. The panel itself is obsolete but can easily be replaced. Audio-visual alarms and strobes were observed but many more would be necessary for current ADA compliance.



1-0. JAIL STAFF NEEDS ANALYSIS

PURPOSE & SCOPE

The Champaign County “Sheriff’s Operations Master Plan” included a staffing analysis component to address the following issues:

1. Analyze the staffing needs of the Downtown Jail facility and determine if operational and staff enhancements would result in efficiencies sufficient to continue its operations, or conversely, eliminate the facility as a future Master Plan option.
2. Estimate the potential staff savings with a single consolidated facility option at the Satellite Jail site.
3. Evaluate the staffing levels at both the Downtown and satellite facilities for **current adequacy of coverage** based on existing operations.
4. Analyze & estimate the staffing needs for each of the final Champaign County jail options including potential renovations, expansions/additions or and independent new facility.

In this **Part 1** of the report, the focus will be on issues 1 through 3. Issue 4, which involves estimates of future staffing for the options to be developed as part of the Master Plan, will be addressed in **Part 2** of the report.

METHODOLOGY

The staffing consultant was onsite at the Downtown and Satellite facilities September 14-17, 2014 to observe operations and interview staff at both facilities. The conduct and completion of the staffing study included completion of the following tasks:

1. Structured interviews with management, supervisory and line officers.
2. Observation of operations at both facilities on the 2nd & 3rd shifts including limited “shadowing” at selected posts.
3. Review of operations and activity schedules to assess the capacity of existing post plans to handle current activity levels effectively and, if applicable, recommend schedule modifications to improve staffing efficiency.
4. Review of operational Policy & Procedures and Post Orders to get an understanding of day-to-day operations, tasks, duties and responsibilities of line officers.
5. An analysis of statistical data including historical average daily population and booking and release trends, etc. to assess impact on officer workload.
6. Development of a Shift Relief Factor (SRF) to ascertain the actual availability of staff to work.
7. Development of a final report and presentation to document staffing needs and recommendations for improvement.



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Below are definitions of some key terms used in the staffing analysis process:

- **Adequate Staffing:**

The **Right Number** of Staff
At the **Right Place** (Post)
At the **Right Time** (Shift)
Doing the **Right Thing** (Policy & Procedures, Training, Supervision).

- **Post** - a staff assignment, which can either be a specific place (i.e. Master Control) or can relate to a specific function (i.e. Rover Officer, East/West Officer, etc.). Posts are generally staffed by qualified individuals of a particular job classification and must be staffed during specified hours. "**Positions**", on the other hand, are filled by specific individuals and are generally not relieved.
- **Staffing Plan** - the relationship of posts over time. It identifies the shift(s) when each post is staffed.
- **Schedule** - the actual days and times when staff are expected to work.
- **Shift Relief or Availability Factor** - may be expressed as Net Annual Work Hours or as a Shift Relief Factor. This a calculation of the number of hours staff are available to work, based on the contracted number of hours per year minus the number of hours off per staff person per year.

Document Review and Analysis

Pre and onsite documents reviewed and analyzed included the following:

- Illinois County Jail Standards.
- Downtown and Satellite facility State Jail Inspection reports.
- National Institute of Corrections (NIC) Technical Assistance Report-Local System Assessment.
- Institute for Law & Policy Planning (ILPP)-Champaign County Criminal Justice System Assessment-Final Report.
- Existing facility-staffing numbers by facility, shift and post.
- Sheriff's Office Overtime and Comp time report for 2013/2014.
- Corrections Division Job Descriptions.
- Corrections Division inmate classification procedures and data.
- Corrections Division Computation of Net Annual Work Hours.
- Sheriff's Office (Corrections Division) Policy & Procedures Manual.
- Corrections Division "Plan of the Day", Daily Schedule and Program Calendar.
- Gorski Reifsteck Architects Satellite and Downtown facilities "Functional Evaluation Report" and "Progress Update
- Corrections Division "Critical Incident Data".
- Division of Corrections Daily Reports 9/15/14-9/17/14.
- Daily Shift Schedules.
- Corrections Division Budget data.
- Orientation Manual For Residents.
- Visitation Logs & Reports.
- Medical Statistics Annual Report.
- Disciplinary Log.
- Miscellaneous reports, data & logs.



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FACTORS THAT DRIVE STAFFING LEVEL & NEEDS

There are several key variables or indicators, examined in this analysis, that tend to influence and dictate staffing levels. This Section of the report will provide an overview of those variables for Champaign County and include:

- Agency Mission and Philosophy
- Primary Work Load Indicators (Bookings and Average Daily Population)
- Organizational Structure & Activity Level
- County Jail Standards
- Operational Policy and Procedures
- Critical Incidents
- Use of Technology
- Overtime & Comp Time
- Staff Feedback & Interviews

MISSION AND PHILOSOPHY

A jail's mission and philosophy influences staffing. For example, a jail that leans toward rehabilitation or reintegration may provide additional staff for education, treatment, and work programs. They may also allow additional opportunities for visitation, telephone, or other services to help reduce idleness.

A review of the Division's Corrections Program Calendar provides strong evidence of the Division's commitment to implementing the mission regarding the provision of **"opportunities for inmate education and self-improvement to reduce recidivism."** Examples of these programs and services that support the Division's mission include the following:

- JIWPM – Church & other religious functions
- Parkland College – General Educational Development (GED)
- Inmate Library
- Movie Critic Program
- Women's Alcoholics Anonymous (AA)
- JIWPM – Men & Women's Bible Study
- Male Alcoholics Anonymous (AA)
- Moral Reconation Theory (MRT)
- Spanish & Bilingual church
- Male Narcotics Anonymous (NA)
- Public Health Clinic
- Men & Women's Healthcare
- Math Tutoring
- Women's Narcotics Anonymous (NA) and
- Friday Prayer



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The impact of inmate programs on staffing is significant as programs involve inmate movement, coordination and security issues including inmate searches, program space searches, classification and screening for risk and eligibility, screening of volunteers & program providers, supervision of activities, etc.

Mission Implications for Staffing

An assessment of the Correction's Division mission statement suggests achieving the following goals are important to the facilities and Sheriff's office:

- Maintaining a safe and secure environment for inmates, staff, and the community.
- Complying with the legal and professional standards of the field.
- Maintaining a well-trained, competent workforce.
- Providing programs and services to meet the basic needs of inmates and reduce recidivism.
- Providing inmates opportunities to maintain community and family ties.

Mission and philosophy impact staffing in several ways:

- There needs to be a sufficient number of staff, deployed properly, to provide active supervision of inmates to manage their behavior and maintain a safe environment.
- Sufficient relief must be allocated for staff to attend training to achieve the desired level of professional competency to "meet or exceed all constitutional requirements and Illinois Jail Standards".
- Both correctional and non-correctional personnel (such as contractors, community agency staff, volunteers, etc.) are needed to provide the range of programs and services necessary to meet the basic needs of inmates.
- To be cost effective, staff availability must be maximized (by managing leave use, scheduling, etc.).

Primary Workload Indicators

In the jail and corrections setting each inmate can be viewed as a unit of work that is work involved with such things as intake and release processing, movement to programs and activities, feeding, visiting, classification, responding to healthcare issues, providing for clothing and bedding exchange, levels of supervision, etc. The two primary indicators of workload are the number of offenders processed i.e. admitted and released and the number of inmates housed (commonly referred to in terms of prisoner days served or average daily population). Average Daily Population and Booking volume for Champaign County has remained relatively constant over the past four (4) years. Such data was presented in Chapter B of their report.

Organizational Structure and Activity Level

Shift patterns, rank structure, scope of responsibilities for services, use of contractors (such as Champaign County's contracts for food services and healthcare) are all factors relating to organizational structure that influence staffing. Frequency of functions and activities also affect staffing levels. For example, the frequency and duration of exercise periods, visits, commissary, sick call, and similar activities can affect staffing needs, particularly if they require inmate movement. For example, the following activity levels have driven, in part, the consultant's recommendation for an additional Rover post at both the Downtown and Satellite facilities:

- 2,946 inmate sick calls, 897 inmates for physician time and 5,736 mental health worker encounters during calendar year 2013.



- 5,014 total visits for the 6-month period March 10, 2014 – August 9, 2014 (extrapolated out to approximately 10,000 visits per year).
- 60 disciplinary incidents during the 6-week period August 1, 2014 – September 13, 2014 (extrapolated out at 10 per week or 520 per year).

In some cases jail officials can alter activity schedules to accommodate staffing while, in others, jail officials simply must provide staffing to cover the activity. Trends in admissions and fluctuations in population levels impact activity levels which, in turn, impacts staffing needs.

The distribution of the workload for tasks and activities appears to be reasonably efficient in Champaign County.

Illinois County Jail Standards

Standards rarely specify staffing levels, but they do detail what needs to be done to have a sound and legally defensible operation. As such, standards define many of the essential tasks and performance levels the jail should strive to meet. The implication for staffing is to determine what staff is needed to see that the tasks essential to standards compliance get done.

The Illinois County Jail Standards include numerous standards that directly impact staffing levels. Examples include, but are not limited to, the following:

701.140 Security

- c) (5) Backup personnel shall be notified and available when cell doors to living quarters are opened.
- (7) Trustees shall be carefully supervised and not permitted unrestricted movement.
- (8) Jail sections housing persons who are escape risks, suicidal or mentally disturbed or impaired, or who present special security concerns, shall be given appropriate care and supervision and checked more frequently than the standard 30-minute check.
- (11) Random, unannounced, irregularly scheduled shakedowns of detainees and jail and detention areas shall be made to detect the presence of weapons and other contraband.
- g) A physical head count of all detainees shall be made and recorded at least three times daily (Champaign County procedures require 4 formal head counts).

Section 701.130 Supervision

- 2) A jail officer shall provide personal observation, not including observation by a monitoring device, at least once every 30 minutes.
- 3) Dormitories housing more than 25 detainees must provide personal continuous observation by staff, not including observation by a monitoring device.



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Section 701.20 Personnel

- 1) Each jail must have sufficient personnel to provide adequate 24-hour supervision of detainees.
- 5) Supervision shall be provided by a person of the same gender, when feasible, during periods of personal hygiene activities such as showers and toileting.

Other County Jail Standards that serve to drive staffing levels include, but are not limited to, are:

- Daily sick call – 701.240 d).
- One hour exercise in an exercise area per day – 701.260 d).
- Maintenance of a commissary system – 701.230 a).
- Opportunities for religious services – 701.240 a).
- Availability of library services for all inmates – 701.230 a).
- Encouragement to provide educational programs – 701.220.
- Encouragement to provide Social Service Programs and utilize volunteers such as AA, etc.
- Visitation no fewer than two visits for each inmate weekly – 701.200.
- Telephone and mail privileges – 701.190 & 180.
- Formal classification and housing assignments for each inmate – 701.70.
- Inmate orientation – 701.50.

Champaign County Division of Corrections Policy & Procedures

Correction's Division operational policies and procedures that directly impact staffing levels include the following examples:

Special Classification Counts

- 6.1A. Special classification cells will have a mental health check performed at least every fifteen (15) minutes.
- 6.1C. Residents on a suicide watch will have a mental health check performed at least every fifteen (15) minutes and the check recorded on the Suicide Watch Sheet.

Security Rules

- 1.3H. Back-up personnel will be available when Officers enter the cellblock area and/or when cell doors to living quarters are opened. Back-up personnel will be available when the door to a single cell is opened.

Administration

Also, procedure 19.1 "Staffing Analysis" provides an excellent policy on development of a Division written plan for the "development and proper utilization of available staff....to plan for proper utilization and efficient coverage of all identified posts."



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Critical Incidents

The Division provided the consultant with critical incident data (inmate deaths, inmate suicides, jail fires, hostage incidents, riots/disturbances and escapes for the period 2011 – 2014). The Division reports the following:

- jail Fires – 0,
- hostage Incidents – 0,
- escapes – 0,
- riots/disturbances – 0,
- inmate suicides – 1 (in 2011), and
- inmate deaths – 1 (in 2012 – natural causes/coronary disease).

While there is no comparative state or national data available, the data suggests the management and operation of safe and secure jail facilities. The data is even more impressive given the conditions of the Downtown facility housing areas that need to be addressed for mental health and suicidal inmates at both facilities.

Use of Technology

Use of automated information systems and video technology can serve to reduce staff labor. For example, Video arraignments reduce inmate transportation, court security manpower and eliminate potential safety issues involved in transports. Video visitation minimizes inmate movement and personal searches and can minimize the introduction of contraband. The Champaign County Division of Corrections is at the forefront in utilizing modern technology to enhance operational efficiency. In addition to utilizing CCTV to supplement staff supervision of inmates & monitor inmate movement to and from activities the Division has implemented, or is in the process of implementing, the following technology enhancements:

- Video Visitation (may be accessed at public lobby or a visitor home)
- Commissary ordering & inmate fund account balances via phone
- Video arraignment
- Video conferencing
- Kiosks in the public lobby and in pods
- Electronic Home Detention Monitoring
- Live scan finger printing and ID.
- “Viz Box Core Banking System” allows debit cards to be utilized for bonds, releases and inmate account deposits at public lobby kiosks
- Numerous MIS systems in place to generate daily & special reports
- Moving towards automation of inmate request slips, filing of inmate grievances, sick call requests, program requests and posting of electronic access to the Inmate Handbook

The Division has made significant progress and is to be commended in the use of technology to enhance operational efficiency.

Overtime & “Comp” Time

Overtime usage in county detention settings varies by type and amount, depending on local policy, physical plant setting, staffing issues, and financial limitations. Usually, three different types of overtime are found in local criminal justice agencies.



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Partial overtime, or “spillage”, is a common type of overtime and usually occurs when an officer must stay at work for part of an hour or for several hours beyond the scheduled eight-hour shift (or other work schedule) to finish an assignment. In this sense, it is work that “spills over” beyond the expected time on duty. If partial overtime occurs frequently, or is found in large quantities, it is a clue that some staffing problems exist. Otherwise, the use of partial overtime, when properly managed, is a normal and efficient method of delivering services.

Non-replacement overtime typically occurs when the agency requests that a line officer work an extra full shift (eight hours) because additional staffing is necessary, either because of special events or because **not enough funded positions are available to complete the expected workload**. Other officers who were scheduled to work have also reported for duty, but due to the amount of the workload, more officers are needed. Non-replacement overtime is a wise and efficient use of staff when it is used in limited quantities and for short periods of time, and **not on a continuing basis**.

Replacement overtime typically occurs when the agency has an **established minimum staffing policy** for each work period and each day of the week as in Champaign County, and **the minimum number of officers are not present as planned or scheduled**. To correct the situation, the agency requests that some officers work an additional shift (four or eight hours) as replacement for the lost officer or officers. Usually, the scheduled staffing does not report to work because of vacation time, sick time or other normal losses. In a replacement scenario, the agency is paying one officer straight time pay for being absent, and paying another officer overtime pay for replacing the lost officer. The use of replacement overtime is healthy only when used in limited quantities. When the use of replacement overtime occurs often, it is possible that over a long period of time, **the total cash cost could exceed the cost of hiring a new officer at straight-time costs**. Detailed financial and scheduling records must be kept to make this determination. To avoid extensive costs for replacement overtime, agencies typically apply a relief factor in calculating their overall staffing needs. The Relief Factor takes into account the time staff are not available to work for the reasons described above. See Section D for a further discussion on relief factors.

In an organization that is properly staffed to the setting by time of day and day of week, the use of overtime is limited. Examples of healthy uses of overtime (as well as comp time) in these settings include:

- The occasional and temporary replacement of officers because of high simultaneous unplanned losses (sick, injury, etc.) in staff;
- Occasional training on scheduled workdays;
- Occasional short-term special assignment (such as hospital duty, etc.);
- Finishing assigned work that extends beyond the scheduled work period;
- Holiday pay;
- Court time on day off or during non-duty hours; and
- FMLA & military leave.

During the one year period July 1, 2013 through June 30, 2014, the Corrections Division authorized **7,047.5 hours** of overtime and employees earned **2,177.25 hours** of “comp” time for a combined total of **9,224.75 hours**. Given that corrections staff in the Division are available to be scheduled 1,668 hours (See Shift Relief Factor Computation – conversion of 208.5 actual work days = 1,668 Net Annual Work Hours –NAWH), the authorized comp and overtime is equivalent to approximately **5.5 FTE’s**. This suggests that sufficient funded positions of Correctional Officer posts for the current established minimum shift coverage policy is low by approximately 3.5 FTE (allows that 35% of the comp and overtime is “healthy”). **In other words, an adequate staffing pattern would provide sufficient hired staff to eliminate at least 3.5 FTE worth of overtime.**



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Again, replacement overtime is used when officers use annual leave, sick leave, and grievance leave and then are replaced by other officers because the minimum staffing levels were not met. These types of losses are planned and known in advance and any relief/availability factor used to calculate previous staffing needs should have taken these losses into account. Either the corrections workload increased significantly beyond present capacity of staff, and/or **the previous staffing calculations have underestimated the corrections workload.**

Overtime Summary

The comp and overtime information provided by Champaign County does not clearly identify if the overtime was “spillage”, non-replacement or replacement overtime. However, consultant observations, interviews and a review of the overtime scheduled in the current posted schedule suggest that the majority of the overtime is replacement.

The overtime and comp data suggests that **sufficient funded positions were not available** to meet the minimal 24/7 – 365 staffing needs for the jail operations. Using the “net hours worked” (1668) per officer suggests that for 2013/14 a total of 9,224.75 in officer overtime and comp hours were accrued which converts to **5.5 FTE.**

Realistically, some overtime will always be necessary in the jail setting. Therefore, it is recommended that no more than **65 – 75%** of the overtime hours should be converted to FTE positions. The Division could consider converting 65% of the overtime and comp time usage to approximately **3.5 FTE.** One must also take into account that over the same one year period cited above the Division had three (3) terminations, six (6) retirements and one (1) transfer to a Deputy position potentially driving up overtime and comp time. Clearly the time it takes to fill a vacancy and train replacement officers resulted in significant overtime and comp time authorization for the Division. If 2014 was an anomaly, then the conversions to FTE may be high, and the Division should conduct a careful analysis of the overtime issue as it reviews staffing needs.

Nonetheless, the consultant received considerable feedback from line officers that “hold over”, “callback” and mandatory overtime is beginning to create morale problems within the organization.

The next step in the evolution of such problems is that officers tire of working overtime and want to spend more time at home with families. Fewer officers are then available, on a volunteer basis, to come to work and the agency is forced to increase overtime to the point that turnover goes up. Availability of officers then drops to less than projected, producing increased stress levels on the few officers who are working in the facility. The constant shortage of officers to complete the existing or new workload typically produces a situation that only deteriorates.

Staff Feedback & Interviews

Ten Division of Corrections staff from both the Downtown and Satellite facilities were formally interviewed regarding facility operations and staffing. Responses to the structured questions are summarized below (consolidated responses to questions 1 & 2):

- 1. Within your primary areas of responsibility, are there tasks and activities not getting done consistent with professional practice (Illinois State Jail Standards, legal requirements) due to staffing issues? Please explain... and ...**
- 2. Are you aware of any staffing gaps or shortages in any areas that in anyway jeopardize overall facility safety (inmate, staff, visitor, service provider), security, and order? Please explain...**
 - Not always enough staff for transports, trial and hospital watch.
 - Need time, currently not possible for in-service training, control tactics, emergency drills and practices, cell extractions, etc.
 - Master Controllers often distracted by lobby duties, safety issue for officers.



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- Need more time for “walks” (rounds) at Downtown.
- More supervised movement.
- Increased supervision of trusties in kitchen, laundry, etc.
- Better supervision of classroom and inmate programs.
- More consistent perimeter checks.
- Ensure visual checks at those locked in room or dell during non-lockdown.
- Very difficult with existing staffing at Downtown to do the “12 minute” walks and have any “quality” supervision i.e. communication with inmates and officers very concerned about being written up for “late walks”.
- “Visuals” are tough to do at Downtown in “Iso” cells.
- Adjust staffing to dayroom and cell shakedowns.
- Inmate exercise is practically unsupervised.
- Need help with supervision in the “Box” (*the Box is the lined-off area in booking where inmates sit and make phone calls as relief from extensive stays in short-term holding cells*).

Questions 3 & 4 relate to how safe officers feel at the facilities and how safe officers believe inmates feel.

3. In general, how safe do you feel in the Facility (Officers)?

- 0 Very safe
- 3 Safe
- 4 Somewhat safe
- 3 Somewhat unsafe
- 1 Unsafe
- 0 Very Unsafe

Questions 3 & 4

Note: Responses may exceed number of staff interviewed as some interviewees gave separate responses for Downtown and Satellite.

With regard to question #3 for officers “**In general, how safe do you feel in the facility?**” the responses are listed below. It is important to note that all of the “**Somewhat unsafe**” (3) and “**unsafe**” (1) were directed at the Downtown facility with staff listing the following responses:

- The dangerous conditions presented by utilizing the “Iso” cells for severe and unstable mental health inmates, suicidal prisoners and the behavior challenged.
- The lack of back-up (at times) when moving or opening doors to “Iso” or entering other dayrooms and
- The inability to do shakedowns and searches.

All staff responses (staff safety) for the Satellite facility were “**Safe**” (3) and “**Somewhat safe**” (4). Staff comments on this issue included:

- Very little dangerous contraband is discovered.
- Improvements in the classification system (assessing risk and housing) – we know better with whom we are dealing!
- Staff expressed some concerns about the lack of back-up, cell shakedowns, etc. impacting staff safety.

“**Safe or Somewhat safe**” responses included:



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- Need “floater” at busy times at Downtown.
- Very little danger other than some discovery of contraband.
- Improvements in classification make the place safer.

“Somewhat Unsafe or Unsafe” responses included:

- Lack of back-up in dayrooms.
- High demand on second shift, officer shortage especially Controllers due to public lobby demand.
- Downtown limited inmate visibility; lets inmates control.
- Not always back-up present when entering Downtown units.
- Overall environmental conditions and physical plant conditions at Downtown jeopardize staff and inmate safety.

4. In general, how safe do you (Officers) believe inmates feel in the Detention Facility?

- 0 Very safe
- 1 Safe
- 5 Somewhat safe
- 4 Somewhat unsafe
- 2 Unsafe
- 0 Very Unsafe

With regard to question #4, staff was asked: **“How safe do you believe inmates feel in the facility?”** The responses are listed below. Again, it is important to note that the **“Somewhat unsafe”** (3) and **“Unsafe”** (2) were directed at the Downtown facility. One (1) interviewee indicated **“Somewhat Unsafe”** for inmates at the Satellite. Staff comments regarding “Safety” (or lack thereof) for inmates included the following:

“Safe or Somewhat Safe”

- Inmates can let officers know if there is a problem, and they know, we will respond and take care of it.
- Inmates feel safe (2).

“Somewhat Unsafe or Unsafe”

- More frequent “rounds” and quicker response time to inmate conflicts would improve inmate safety.
- Concerned that inmates control the dayrooms, more fighting, and inmate conflicts, inmates vulnerable.
- Inmates deteriorate and become highly unpredictable and dangerous at Downtown.
- More officer presence, the more they can see of you, less problems, prevention if they can see you!
- Overall environmental conditions and physical plant conditions at Downtown jeopardize staff and inmate safety.
- Downtown limited inmate visibility; lets inmates control.



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5. Are there any changes in staffing levels, deployment, or assignment that you feel would improve overall safety, security, and efficient operation? ... and ...

6. Any other question or comments you have regarding the staffing assessment?

- Additional staff on 2nd shift at Downtown.
- Staffing of A&B Pods at Satellite with two officers per pod as it was when opened.
- Enough staff to do thorough cell shakedowns on a random but scheduled basis.
- Holding severely mental health, unstable behavior challenged, suicidal prisoners in old Downtown holding cells and at Satellite booking/holing cells creates safety issues for staff and inmates
- Need "Power Shift" Rover 10 a.m. – 6 p.m. "in-between" Rover.
- Booking officers need Rover help to supervise "The Box" (Iso/Mental inmates out-of-cell time).
- Need more random cell shakedowns.
- Improved response to medical emergencies.
- Need officer on stand-by with Iso inmates who typically do not respond – may be spitting, throw urine or provoke confrontations when moved to shower, medical, etc. Anger of "Iso" inmates increases the longer they are held in these conditions.
- Need floater during peak times at Downtown and Satellite.
- Adequate staff for meal and relief breaks.
- Satellite Rover position has difficult time doing break.
- Enhanced perimeter security checks.
- Enhanced supervision of all programs and trustees.
- More staff to reduce mandatory overtime.
- Need additional support staff for admin. data entry, records, logs, etc.
- Additional "Rover" needed on peak nights for booking.
- Need Rover for supervision and movement of lawyer visits, Doctor/sick calls, programs, etc.

Clearly, staff are suggesting the need for more inmate movement support, supervision of programs, back-up assistance, time to conduct cell shakedowns, time for in-service training and resolution of the lack of mental health and "Iso" capabilities at the Downtown and Satellite facility.

Summary

With the exception of the Downtown Jail, staff generally reported they feel "safe" or "somewhat safe" working in the jail environment. This is a relatively positive response. Those staff that lean towards a "somewhat unsafe" environment for staff, point to the lack of back-up entering cells or units, that inmates are hard to view and control their own dayrooms Downtown, and that programs and inmate movement, at times, are unsupervised.

With respect to staff responses regarding how safe inmates feel, several staff reported, "Inmates feel safe" and/or "Inmates know we will respond." Staff also suggested the new classification system assesses inmate risks, that "staff know with whom they are dealing", and can respond accordingly. Staff who responded that they believe inmates feel unsafe generally suggested that the overall conditions and environment at the Downtown facility is an inmate safety concern. Also, staff believes the Iso cells at Downtown create safety issues for both staff and inmates.



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COMPUTATION OF SHIFT RELIEF FACTOR

Shift Relief Factor

A relief factor is the ratio between the total number of hours of coverage needed for a post and the average number of hours an employee is actually available to work. The relief factor takes into account regular days off, vacation, sick time, mandatory training, breaks, and other types of leave. The number of days or hours an employee is actually available to work on average after the leave use is subtracted from the total hours of coverage needed for the post is known as the Shift Relief Factor (SRF) or Net Annual Work Hours (NAWH). It is important to calculate and apply an accurate relief factor to determine the total number of FTE's (full-time equivalent) necessary to provide the amount of coverage required. Failure to apply a relief factor or understating it may result in significant understaffing and increased overtime costs to cover staff shortages (see prior discussion on overtime).

Different classifications may have different relief factors because of the amount of vacation time or training time that is allotted and used. For example more veteran staff may be working in supervisory positions where they may earn more vacation and sick time. Also, it is important to note that relief factors may apply to more than just fixed posts. It applies to all posts and positions that have duties, which must be carried out if the person assigned to it on a given shift is not available to work. The SRF calculation for Champaign County utilized officer positions.

Influencing Factors

There are a variety of factors which influence the shift relief factor; the most common are governmental and agency policies which influence the accrual and use of leave as well as factors which influence employee use of leave. Factors which are most influential are:

1. the schedule worked,
2. county policy regarding accrual and use of any type of leave,
3. training requirements,
4. the amount of time required to fill vacancies,
5. contractual requirements, and
6. organizational factors, such as morale, stress, etc., which influence staff use of leave.

Shift Relief Factor Calculations

A SRF calculation was developed using the leave information provided by the County. The table on the next page shows the calculation for officers in the Division.



Shift Relief Factor Worksheet

CHAMPAIGN CO.

July 2014

Corr. Offcr.

Position Type:

Steps:	Calculations
a. Number of days per year that the Agency is CLOSED; i.e. no services are offered:	0
b. Number of Agency work days per year (365 - a):	365.00
c. Number of REGULAR DAYS OFF per employee per year; (usually 52 weeks/year X 2 days off per week (104 days):	104.00
d. Average Number of VACATION days off per employee per year:	13.09
e. Number of HOLIDAY days off per employee per year (actual granted versus paid)	13.00
f. Number of SICK days off per employee per year (actual average):	8.55
g. Number of OTHER days off per year (military leave, funeral leave, disciplinary time off, Workman's Comp., WOP/AWOL):	14.14
h. Number of TRAINING days per employee per year (average of pre-service and in-service):	3.68
i. TOTAL # of days off per employee (c + d + e + f + g + h):	156.46
j. Number of ACTUAL WORK DAYS per year per employee (365 - i.):	208.54
k. BREAK TIME FACTOR (breaktime (in hrs.)/workday hrs. x j.)	2.61
l. TOTAL # OF DAYS WORKED PER YEAR PER STAFF (j. - k.)	205.93
Shift Relief Factor (b./m.) =	1.77

KIMME & Associates, Inc.

The Shift Relief Factor indicates that, for every officer post created on a single 8-hour shift that must be staffed 7 days a week, it will take a total of **1.77 FTE's** to provide that level of coverage. If coverage is required for all three shifts, it will require **5.31 FTE's** to provide 24-hour coverage of the post. The factor is consistent with what the consultants find in other jurisdictions.

The Shift Relief Factor would actually be higher if the time to fill vacancies and pre-service training were factored in. The turnover rate, the time it takes to recruit, screen, and select a new hire, and the time it takes to complete mandatory officer certification and pre-service training all go into the time it takes to fill a vacancy. During this time essential posts must be staffed, at times with existing staff working overtime.



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EXISTING STAFFING

The following table, which is called “**Staff Position Locator #1**”, documents the consultant’s understanding of existing staffing at the two county jail facilities. The staffing bottom-line of **75.9 FTE** shown below includes 3.5 FTE in overtime value. This is added to the total to create equivalence in comparisons between existing staffing and the “adequate” staffing levels discussed later. Estimates of adequate staffing always assume normal, healthy levels of overtime usage rather than extensive usage, regardless of the justifications for it (which may be valid and which may continue in the future).

It is assumed that the two jails provide **236 beds** of operational capability based upon the classification-system based bed capacity calculated in an earlier chapter, and that existing staff manage a current population of approximately **225 inmates per day** that is the consistent annual average of the last four plus years. The consultant’s assessment regarding the adequacy of existing staffing, which appears in the next section, is based on the staffing figures below.

Staff Position Locator #1

EXISTING

Jurisdiction: **CHAMPAIGN CO, IL**
Date: **December 2014**

EXISTING
313 beds; 236 Classification-based beds
12p-8a 8a-4p 4p-12a

Ref. Comments:

- #1 4-12 Shift for Booking is staffed with 3 officers ex. Sat./Sun. with 2
- #2 The medical/MH Officer works a single 8-4 shift on Mondays
- #3 The IDOC Officer post is staffed with 2 officers on the 8-4 shift Thurs./Fri. & 1 officer on the 12-8 shift Wednesdays.
- #4 Fri./Sat./Sun./Mon.

Ref. #	Staff Post/Position	Shift			Total Posts	Relief Factor	TOTAL STAFF
		1st	2nd	3rd			
	SATELLITE JAIL (145 beds):						
	Captain		1.0		1.0	1.00	1.0
	Lieutenants		3.0		3.0	1.00	3.0
	Sergeant	1.0	1.0	1.0	3.0	1.67	5.0
	Administrative Secretary		1.0		1.0	1.00	1.0
	Master Controller	1.0	1.0	1.0	3.0	1.77	5.3
	- Visitation Clerk		1.0	0.35	1.35	1.00	1.35
#1	Booking Officer	2.0	2.0	2.7	6.7	1.77	11.9
	A Pod Officer (82 male-female beds)	1.0	1.0	1.0	3.0	1.77	5.3
	B Pod Officer (100 male beds)	1.0	1.0	1.0	3.0	1.77	5.3
	Court Booking Officer		1.0		1.0	1.77	1.8
	Rover		1.0	1.0	2.0	1.77	3.5
	Program Coordinator (Less than 7/24 Posts)		1.0		1.0	1.00	1.0
	Court Transport Officer (M-F)		3.0		3.0	1.20	3.6
#2	Medical/Mental Health		0.2		0.2	1.00	0.2
#3	IDOC Officer	0.2	0.8		1.0	1.00	1.0
	Transport (Food, between jails)		1.0	0.5	1.5	1.00	1.5
	DOWNTOWN JAIL (91 beds):						
	Sergeant	0.4	0.6	1.0	2.0	1.50	3.0
	Master Controller	1.0	1.0	1.0	3.0	1.77	5.3
	- Visitation Clerk			0.35	0.35	1.00	0.35
	West Officer	1.0	1.0	1.0	3.0	1.77	5.3
	East Officer	1.0	1.0	1.0	3.0	1.77	5.3
#4	East/West Officer		0.8		0.8	1.77	1.4
	FTE VALUE OF EXCESSIVE OVERTIME						3.5
Totals =		9.6	24.4	12.9	46.9		75.9



STAFFING ASSESSMENT AND RECOMMENDATIONS – EXISTING SITUATION & INADEQUACIES

The Downtown Jail

The staffing consultant finds that the Downtown Jail facility is **inherently staff-inefficient and unsafe**.

- Inmate-to-staff ratios are inefficiently low assuming the pods are utilized at proper (and lower) bed capacities (25 to 1 in one pod and 35 to 1 in the other).
 - The Downtown jail is particularly inefficient when its population is low such as when it averaged 29.5 in the first half of 2014.
 - Note: it was over 60 at the time of the evaluation reaching 74 just before the on-site review.
- The cellblocks in the housing pods can only be intermittently monitored. More staff would be needed to attain levels of safety and security attained by housing designs which facilitate constant “eyes-on” monitoring.
 - These archaic designs are typically referred to as those where “inmates control the dayrooms and we (staff) control the corridors.” A high quality of inmate supervision and behavior management cannot be achieved (by any measure of efficiency) in these type facilities despite the best efforts of staff.
- The obsolescence of the Downtown Jail design precludes the use of modern inmate supervision/surveillance approaches that involve the constant presence and eyes-on (non-CCTV) monitoring and supervision of offenders by staff (direct supervision or indirect surveillance), the most effective way to manage inmate behavior & to ensure staff and inmate safety.
- To facilitate exercise, minor medical exams, or visits other than video visits requires extra staff (modern housing pods integrate these functions into pod designs thus allowing them to use pod staff to manage them).
- The current use of isolation cells for mental health, non-contact, psych watch and other special needs inmates at the Downtown Jail jeopardize inmate and staff safety. These housing conditions are debilitating, and may in fact precipitate more aggressive, dangerous, violent, bizarre and abnormal behavior. This is unacceptable. Continued use of the Downtown Jail for this classification of inmate would require staffing adjustments to ensure staff safety and would not resolve the issue of substandard conditions of confinement for special needs inmates.

Recommendation: The Downtown Jail should no longer be used as a jail unless it is for an interim period before new or improved facilities are opened.

Current Downtown Jail Design – ILPP Observations/Recommendations [emphasis is this consultant’s]

- *“The current Downtown Jail design and supervision style limits the ability of staff to effectively manage the inmate population. The cell and living unit configuration and viewing design severely restrict officers’ view to less than 50% of the dayroom area and only 10% of individual cell areas. In comparison, officers at the Satellite Jail can see nearly 100% of the dayroom area and up to 50% of the individual cell areas from the central positioning of staff in the pod-remote type design. The Downtown Jail layout prevents staff from observing the interior of living units. The hallway vision panels are inadequate for inmate supervision. **Adequate supervision in this environment is conceptually possible, but requires increasing staff and modifying practices to require that staff circulate frequently throughout the living units. The cost is impractical”.***
- *ILPP recommends that the “Downtown Jail be abandoned; supervision is restricted and costly”.*
- *“Staff now assigned to the Downtown Jail should be re-assigned to provide **two-officer posts at each of the A and B pods**. This double coverage should be in place at this time due to the supervision levels required. The separation of living units and the addition of female prisoners are the rationale for the **doubling of staff**”.*



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Proposed “Adequate” Staffing Additions for the existing Downtown Jail

It is recommended that the Downtown Jail add the following posts/positions to reflect “adequate” staffing at the present time. These recommendations are made on the assumption that the jail will physically remain as is until a Master Plan Option remedying physical plant problems is implemented, and that, until then, these staff upgrades are needed to assure the safety and security of the jail’s occupants. Normal, healthy overtime usage is assumed.

A. Rover Officer – It is recommended that the Downtown Jail add a Rover Officer on first and second shifts (**+3.5 FTE** with Shift Relief) to assist with East/West Officer back-up, break and meal relief and the specific tasks listed below.

- Assist with 15-minute checks on “special needs” and isolation inmates.
- Assist with all movement of “special needs” and isolation inmates in/out of cells for showers, exercise, medical, etc.
- Directly supervise daily inmate exercise.
- Assist with medical movement & supervision.
- Assist with inmate visitation.
- Assist with supervision of inmate library.
- Assist with inmate commissary delivery.
- Assist with supervision of inmate programs.
- Assist with formal inmate counts.
- Assist as back-up for handling combative inmates as well as back-up for officers entering high security housing pods.

B. Sergeant/Shift Supervisor – The Downtown Jail currently operates the second shift without a command or Sergeants position. The consultant recommends that all three shifts at the Downtown facility be staffed with a command level Sergeant position. This will require approximately two additional Sergeants (**+2.0 FTE**) for the Downtown Jail.

The well documented (by ILPP & NIC) special inmate behavior and behavior management challenges which this facility provides requires the presence of Sergeant level command and supervisory staff at all times.

When the facilities consolidate, the Downtown sergeants should be re-assigned to the Satellite Jail to help manage the considerably larger population that will be there. It is recommended that duties for the two posts be delineated along the lines of a “Booking/Court/Transport” Sergeant and a “Housing/Inmate Services and Programs” Sergeant. This will allow for enhanced “functional” oversight of the respective allocation of Sergeant responsibilities and a more reasonable supervisory span of control over correctional officers. As well, accountability for all functions on all shifts will be enhanced.

Proposed “Adequate” Staffing Additions for the Existing Satellite Jail

The Satellite Jail began housing inmates in 1996 and has a current rated bed capacity of 182 inmates. It serves as the primary intake unit for all arrests in Champaign County. The Satellite Jail also houses administrative offices for Jail Command, Mental Health, Medical Health, and other programs. Meals and commissary items are produced in the kitchen located at the Satellite Jail for inmates in all facilities, including the nearby Juvenile Detention Center. The Satellite Jail was originally designed and built with the expectation of expanding the facility by adding housing “pods” when appropriate.

The Satellite Jail was designed to complement the Downtown Jail and house additional inmates, but over time the Satellite



Jail became the main jail facility. It houses all sentenced prisoners, pretrial inmates along with trustees, and booking inmates. Champaign County uses an effective system in which an arraignment or bond hearing occur within hours of arrest. Many newly booked inmates are rarely there for more than a dozen hours before either being released or transferred to the housing pods. The dozen or so booking cells have been used for 6-10 mental health and medical cases. A mental health worker and a nurse who work with these special needs inmates have offices at the jail. Two of the booking cells have been designated for female prisoners.

It is recommended that the Satellite Jail add the following posts/positions to reflect “adequate” staffing at the present time.

A. Dedicated Housing Support Officers – The current inmate-to-staff ratios in Pods A (82-1) and B (100-1) are too high to be adequately managed including emergency responses and general inmate supervision by current staff assignments of one per pod. At least one dedicated Housing Support Officer on two of three shifts for each pod is recommended to assist with security rounds, meal service, med rounds, supervision of inmate exercise, clothing and bedding exchange, commissary delivery, sanitation inspections, formal counts, cell and dayroom shakedowns, officer meal relief, etc. It is further recommended that one officer be added to third shift (nighttime/lock-down time) to back-up both pods. A total of **8.9 FTE** additional staff will be required. This is slightly less than the doubling of staff for the pods recommended by ILLP. ILLP also recommended that the Pod A post include a female officer to better respond to female inmate needs. Also see Illinois County Jail Standards 701.20 5) regarding gender supervision/privacy issues.

- ILPP recommended “1 to 2 additional modules should be created within existing housing pods (at Satellite) to accommodate females and greater separation. ***This separation and the addition of females will require a doubling of staff in the housing pods.***”

The existing Rover position, that currently is able to provide only limited assistance to the Pod Officers, will be assigned to a **Rover/Movement** position that will enhance overall security for inmate movement and programs including:

- All internal escorted movement as needed.
- Visitation movement.
- Medical movement.
- Movement & supervision for inmate programs.
- Assist the EHD Officer as needed.
- Supervise & monitor inmate worker/trusty movement including laundry and kitchen activities.
- Provide meal & break relief as needed.
- Assist with booking & at peak times.
- Assist with cell checks and out of cell supervision “ISO”, mental health & “special needs” inmates in booking cells.

B. Visitation Clerk – The 4 p.m. to 12 midnight Master Controller is overwhelmed with lobby duties from 4 p.m. to 9 p.m. signing up visitors and notifying pods for inmate visitation, assisting with bonds, receiving general telephone calls, etc. which detracts from the critical focus on internal officer security, safety (backup) and inmate movement tasks that should be the highest priority at this post.

There was a total of **1,615** combined Video and Face-to-Face visits at the Satellite and Downtown facilities during the month of July 2014. This is an average of **31** visits per day for the month. The volume and workload for visitation is presented in the table on the next page.



**Champaign County Corrections Division
Video & Face-to-Face (F2F) Visitation
July 2014**

Video Satellite & Downtown	Satellite F2F	Downtown F2F	Totals
698	715	202	1,615

It is the consultant’s conclusion that between the hours of 4 p.m. to 9 p.m., the Controller is sufficiently distracted by lobby duties to effectively execute these tasks. These workload issues can be resolved by the addition of Visitation Clerks during peak lobby activity times which will dramatically reduce Master Controller distraction and response to phone inquiries, video and face-to face visitation, bonding, etc. **Officer safety must be prioritized over public response for this vital safety function.** The consultant recommends an additional visitation clerk for 25 hours Monday through Friday and an additional 8 hours on Saturday and Sunday during peak visitation hours (schedule to be determined). One additional FTE visitation clerk is recommended to allow the Master Controller to focus on key safety and security tasks during pea lobby evening hours and peak visitation hours on Saturday and Sunday. The clerks will handle phone calls, visitation, bonds and other public assistance tasks during these peak times.

The consultant proposes that the Satellite Jail lobby Visitation Clerk (which also serves as registration for Downtown video visitation) be scheduled as follows:

Time	Day of Week	Hours
8 a.m. – 4 p.m.	Monday – Friday	40
4 p.m. – 9 p.m.	Mondays	5
4 p.m. – 9 p.m.	Tuesdays	5
4 p.m. – 9 p.m.	Wednesdays	5
4 p.m. – 9 p.m.	Thursdays	5
4 p.m. – 9 p.m.	Fridays	5
8 a.m. – 4 p.m.	Saturdays	8
8 a.m. – 4 p.m.	Sundays	8
Total Satellite Visitation Hours Required		81

*Note: Saturday and Sunday schedule to be adapted to peak visit times.

The Satellite lobby visitation post is currently staffed for 54 hours (estimated as Visitation clerk splits time with Downtown facility). An additional half-time (.5 FTE) Visitation Clerk will be required to relieve the Master Controller Post from peak phone calls, visitation assistance, bonding and general public assistance. Visitation Clerk assistance is also needed for “face to face” registration and lobby assistance for the Master Controller at the Downtown facility.



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This will allow the Master Controllers to focus on their highest priority, officer safety. The addition of one additional full time Visitation Clerk (includes the .5 FTE above) is recommended to accommodate both Satellite and Downtown Facility Visitation Clerk duties (in lieu of increasing Master Controller staffing during peak evening visitation hours).

Option – In lieu of increasing the Visitation Clerk lobby hours, an additional Master Controller on the 4 p.m. – 12 midnight shift could be an option to address workload demands.

Below is **Staff Position Locator #2**. It identifies the **staffing needed to attain safety, security and service adequacy** at the two existing Champaign County jail facilities. The recommended additions discussed above are highlighted in **orange**.

Staff Position Locator #2

ADEQUATE

Jurisdiction: **CHAMPAIGN CO, IL**

CURRENT ADEQUATE

Date: **December 2014**

313 beds; 236 Classification-based beds

12p-8a 8a-4p 4p-12a

Ref. #	Staff Post/Position	Shift			Total Posts	Relief Factor	TOTAL STAFF
		1st	2nd	3rd			
SATELLITE JAIL (145 beds):							
	Captain		1.0		1.0	1.00	1.0
	Lieutenants		3.0		3.0	1.00	3.0
	Sergeant	1.0	1.0	1.0	3.0	1.67	5.0
	Administrative Secretary		1.0		1.0	1.00	1.0
	Master Controller	1.0	1.0	1.0	3.0	1.77	5.3
	- Visitation Clerk		1.0	1.0	2.0	1.00	2.0
	Booking Officer	2.0	2.0	2.7	6.7	1.77	11.9
	A Pod Officer (82 male-female beds)	1.0	1.0	1.0	3.0	1.77	5.3
	B Pod Officer (100 male beds)	1.0	1.0	1.0	3.0	1.77	5.3
	A & B Pods Rover (182 beds)	1.0	2.0	2.0	5.0	1.77	8.9
	Court Booking Officer		1.0		1.0	1.77	1.8
	Rover (movement, searches, programs)		1.0	1.0	2.0	1.77	3.5
	Program Coordinator (Less than 7/24 Posts)		1.0		1.0	1.00	1.0
	Court Transport Officer (M-F)		3.0		3.0	1.20	3.6
	Medical/Mental Health		0.2		0.2	1.00	0.2
	IDOC Officer	0.2	0.8		1.0	1.00	1.0
	Transport (Food & between jails)		1.0	0.5	1.5	1.00	1.5
DOWNTOWN JAIL (91 beds):							
	Sergeant	1.0	1.0	1.0	3.0	1.67	5.0
	Master Controller	1.0	1.0	1.0	3.0	1.77	5.3
	- Visitation Clerk			0.35	0.35	1.00	0.35
	West Officer	1.0	1.0	1.0	3.0	1.77	5.3
	East Officer	1.0	1.0	1.0	3.0	1.77	5.3
	East/West Officer		0.8		0.8	1.77	1.4
	ROVER		1.0	1.0	2.0	1.77	3.5
	FTE VALUE OF EXCESSIVE OVERTIME	--	--	--	--	--	--
Totals =		11.2	27.8	16.6	55.6		87.5



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Summary - Proposed Staffing Additions to Attain Adequacy

Staff Position Locator #2 recommends that current staffing should be increased from 75.9 full-time equivalent (FTE) staff to 87.5 FTE. This is a **net increase in staffing of 11.6 FTE** to attain what the consultants believe to be an adequate staffing level which is one that maintains needed levels of safety and security and provides adequate service provision at existing facilities as they are.

Again, built into this calculation is the elimination of 3.5 FTE of overtime hours as discussed earlier. And, as noted before, the Sheriff's Office and/or the County may choose to continue to make up fundamental staffing shortfalls through the use of overtime as it has in the past.

Comparisons to Future Recommended Staffing Levels in Part 2

The staff numbers in Staff Position Locator #2, Adequacy, are the ones that should be used when making comparisons with the proposed staffing of future master plan options that appear in Part 2 of this report. That is the only way to achieve an "apples-to-apples" comparison, that is, a comparison of one adequately staffed facility scenario to another, not a comparison of an *inadequately* staffed existing facility to an adequately staffed future one.



1-P. MID-PROJECT DECISION MAKING

The consultant team made presentations to the Facilities Committee on October 7, 2014 and to the County Board on October 23, 2014 regarding its mid-point project findings, all of which are recorded in the earlier chapters of this report. More specifically, the team was reporting on the results of its work on Tasks A-C of the project workplan. These findings focused on the conditions and potentials of the existing Downtown Jail and Sheriff's Facility. The findings were conveyed via a PowerPoint presentation. The full presentation appears in the Appendix.



The central question posed to the County Board during the meeting was whether or not the consultants should continue considering the Downtown facility as a viable option for future Champaign County jail and law enforcement operations.

Some of the critical points made about the Downtown facility were as follows:

1. To make all of the necessary repairs and upgrades to the outdated mechanical systems and to address fundamental ADA non-compliance issues, among other things, the Jail and Sheriff's facility would have to be closed for one year.
2. Any inmates not absorbed at the Satellite jail during the year of closure (most of them) would have to be housed at other county jails thus imposing significant per diem and transportation costs on the county (+/- \$1.15 million).
3. Rental space would have to be found for Sheriff's operations during renovation (potentially costing +/- \$160,000 plus the cost of two moves and any necessary renovations/adaptations of the rental space).
4. Jail staffing at the renovated Downtown jail housing pods would be less efficient than at new pods.
5. The continued operation of two jails would be less staff-efficient than a single, consolidated facility (preliminarily estimated at 5.3-10.6 FTE assuming adequate staffing).
6. Many problems inherent in the original facility design and the site, including a lack of parking, could not be resolved through renovation.
7. Once law-enforcement space was expanded it could not expand again if the jail remained there too.

After lengthy deliberation the County Board issued the following directives to the consultant team:

1. **End consideration of the downtown facility for jail operations and focus solely on long-term jail facility solutions at the Satellite Jail site.**
2. **Continue to consider renovating the downtown facility for expanded law-enforcement operations, along with considering a second option for new law enforcement facilities at the Satellite Jail site.**



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Part 2 of this study is focused on the development of space needs and costs for two (2) options:

Option 1: Jail renovation and addition at the Satellite site with renovated law enforcement facilities downtown.

Option 2: Jail renovation and addition and law enforcement addition at the Satellite site.

For Option 2 it is assumed that the law enforcement addition will be attached to the Satellite Jail rather than sit detached from it somewhere else on the site. Such an attachment allows for better Sheriff's Office management of the jail operation, easy access in emergency back-up scenarios, and shared capabilities such as locker and training space.



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PART TWO



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2-A. JAIL SPACE NEEDS FOR THE SATELLITE JAIL – NARRATIVE DESCRIPTIONS

The consultant team met several times with a Sheriff's Office planning team to review and discuss the current and future space needs of the jail operation. The planning discussions were augmented by the data previously developed (most notably inmate classification data), the earlier analysis of the facilities, and the responses obtained from staff through the Problem Identification exercise. The planning parameters for each component of the jail facility are documented below.

INMATE HOUSING

Relying heavily upon the excellent inmate classification data now being developed at the jail, as well as upon the extensive empirical knowledge of the staff, the planning team endeavored to identify not only what new types of housing should be developed to replace the abandoned housing at the Downtown Jail but how to best utilize existing pods A and B. Adherence to the inmate classification system was essential. Developing a housing plan that created units with the right type of occupancy (single, double, dorm), the right densities per unit for safe management, and the right method of surveillance/supervision was also considered essential. **Flexibility** in use was also a key criterion because the team recognized that the population varies in character over time. Further it might also change because of changes in local policies, practices and capabilities.

The following tables document the team's recommendation for immediate housing development. The total number of beds resulting from this housing plan is **307** which is six (6) fewer than the 313 beds the county considered itself to have at the start of the project. Slightly more than half of the beds are found in three new housing pods (C, D and E) created to address longstanding deficiencies in housing for the **special needs population and females**. Also, a new concept, that of creating a pod for **pre-classification and 0-72 hour stays**, is created. This will allow a more effective application of the county's new inmate classification system as well as minimize the impact of the jail on new arrestees who will only be staying a short period of time at the jail prior to release.

Each new pod will include indoor-outdoor exercise, multi-purpose program/interview, semi-private video visiting, janitor and storage spaces. This will enable staff to inherently be more efficient and increase inmate access to services.

Existing Satellite Housing				DOUBLE TIER OK?
POD A		SURVEILLANCE-SUPERVISION	BEDS*	OCCUPANCY TYPE
A-1	Male Disciplinary/Maximum MB/HB	Pod Remote	7	Single
A-2	Male Special Management	Pod Remote	8	Single
A-3	Male Maximum-HB/MB	Pod Remote	24	Double
A-4	Male Maximum GP	Pod Remote	24	Double
			63	
POD B		SURVEILLANCE-SUPERVISION	BEDS*	OCCUPANCY TYPE
B-1	Male Medium/Minimum/Co. Sentenced	Pod Remote	24	Double
B-2	Male Medium/Minimum/Co. Sentenced	Pod Remote	8	Dorm Alcoves
B-3	Trustees	Pod Remote	24	Dorm Alcoves
B-4	Male Medium/Minimum/Co. Sentenced	Pod Remote	24	Double
			80	
Sub-total Capacity =			143	

* Bed counts are limited by attaining standards compliance which reduces beds per dayroom square footage requirements, required inmate-to-shower ratios, and/or available dayroom seating.



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NEW SATELLITE HOUSING					DOUBLE TIER OK?
POD C - SPECIAL NEEDS		SURVEILLANCE-SUPERVISION	BEDS	OCCUPANCY TYPE	
M1a	Paranoid/Psychotic	Pod Remote	6	Single (high visibility)	NO
M1b	Paranoid/Psychotic	Pod Remote	6	Single (high visibility)	
M2	Perpetrators (integrated into other populations)	-	-	-	-
M3	Vulnerable	Pod Remote	16	Dorm Alcoves	Yes
P1a	Medical Isolation (negative air pressure)	Pod Remote	2	Single	NO
P1b	Acute Needs (negative air pressure)	Pod Remote	2	Single	NO
P2	Detoxification	Pod Remote	16	Dorm Alcoves	NO
P3	Medical Watch (chronically ill, at risk)	Pod Remote	8	Dorm Alcoves	NO
PF1	Female Medical	Pod Remote	4	Single	NO
PF2	Female Medical	Pod Remote	8	Dorm Alcoves	Yes
			68		
POD D - FEMALE/MALE FLEX		SURVEILLANCE-SUPERVISION	BEDS	OCCUPANCY TYPE	
1	Female Max-Disciplinatory	Pod Remote	4	Single	NO
2	Female Medical-Mental-Suicide	Pod remote	4	Single	NO
3	Female Medium/Minimum/Pre-Class	Pod remote	8	Dorm Alcoves	Yes
4	Female Medium/Minimum/Pre-Class	Pod remote	8	Dorm Alcoves	Yes
5	Female/Male Flex	Pod remote	8	Dorm Alcoves	Yes
6	Female/Male Flex	Pod remote	8	Dorm Alcoves	Yes
7	Female/Male Flex	Pod remote	8	Single	Yes
8	Female/Male Flex	Pod remote	8	Single	
9	Female/Male Flex	Pod remote	8	Single	Yes
			64		
POD E - PRE-CLASS/PRE-ARRAIGNMENT		SURVEILLANCE-SUPERVISION	BEDS	OCCUPANCY TYPE	
1	Male Pre-Classification (initially compliant)	Pod remote	16	Dorm Alcoves	Yes
2	Male Pre-Classification (initially compliant)	Pod remote	16	Dorm Alcoves	Yes
			32		
Sub-total Capacity =			164		
TOTAL JAIL CAPACITY =			307		

Occupancy Distribution: 67 Single 22%
 96 Double 31%
 144 Dorm Alcoves 47%
 307

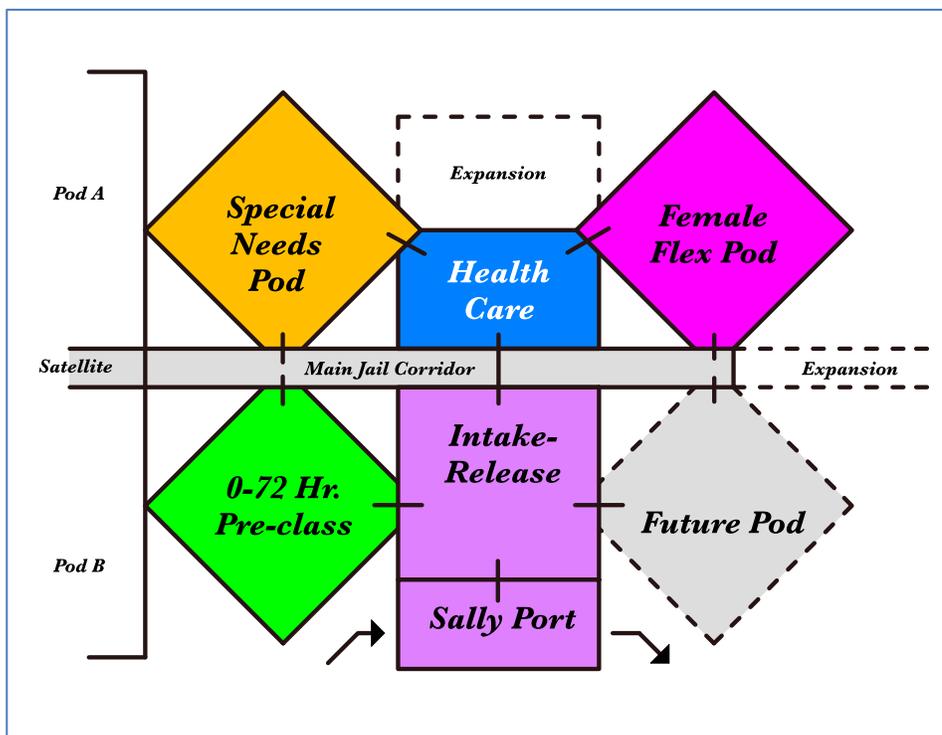


FUTURE HOUSING EXPANSION

It is recommended that **future Housing expansion** be planned into the design concept of any future facilities.

INTAKE-RELEASE

Due to the well-documented deficiencies of the existing intake-release area (sometimes also referred to as "booking", or "booking-intake"), and due to the difficulty of undertaking substantial renovations to a critical area that must at all times remain operational, it was recommended that **new intake-release facilities** be developed as part of the expansion. Additionally, a new intake-release center was recommended because the staff wanted a significant change in character that reinforced its correctional philosophy and the goals of its new inmate classification system. Lastly, the staff wanted to create a strong spatial relationship between intake-release, new healthcare space, a new Special Needs housing pod, and a new Pre-Classification housing pod. By creating a tight relationship between these vital components a fundamental staff-efficiency will be built into the design. The diagram below illustrates the critical operational interconnections the staff wants to create through the expansion project. The diagram includes the potential for a future housing pod.



The intake release area will have a much greater emphasis on **direct supervision style open waiting** for compliant arrestees thus attempting to elicit more normal responses to a more normal setting. Holding cells will be provided but in a smaller number with a particular emphasis on "transfer cells" that allow the quick movement of difficult arrestees from the vehicle sally port to the intake area. A greater emphasis will also be placed on enforcing a clear separation between the activities of the arresting officer, with whom the arrestee might have struggled, and the jail intake area where staff can immediately establish a different and more positive relationship with the arrestee. Unlike the current intake-release area the new area is to be infused with natural light that creates the more normalized setting sought. It will generally be more spacious.



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The goal of the operation will be to process individuals within a relatively short period of time generally limiting stays to **no more than six (6) hours**. There will no longer be extended stays in the intake-release area by anyone let alone those with mental and medical health issues. The one exception might be intoxicated individuals who will be allowed in the area for up to 12 hours of close observation.

It is expected that the busiest time in the intake-release area will be in the mid-afternoon when arraignment court appearances lead to group releases.

Some of the spaces anticipated for the new intake-release area are as follows:

1. A drive-through vehicle sally port which can accommodate buses, extended vans and ambulances as well as 3 to 4 cars of internal parking for arresting officers and transport van storage.
2. General storage in a loft area above vehicle parking in the Sally port.
3. Close observation holding for the intoxicated.
4. Separate open waiting areas for males (30 seating) and females (10 seating) with a separate area for release waiting.
5. A booking desk with up to four booking stations to include a release station.
6. Interview rooms and a space which can be utilized by medical staff and classification officers as needed.
7. An identification area for fingerprints and photographing.
8. Temporary property storage.
9. Long-term property storage with specialty areas for valuables and court clothing.
10. Shower and clothing change areas with shelf storage for clothing and items to be distributed to the inmates.
11. A transport corridor that allows inmates to bypass the intake-release area when going from housing to court appearances.
12. *Unassigned* space that allows for the later integration of pretrial screening or alternative programs that might be developed at a future point in time.

Video appearance court will no longer be in the intake-release area as it is today but will be affiliated with the new Pre-Classification housing pod. Public video viewing of the appearance will be from video visiting space developed adjacent to the existing lobby.

The existing intake-release area will be renovated for significantly expanded visiting space, a consolidated administrative area, and much-needed general storage space.

VIDEO COURT APPEARANCE

New video court appearance space will be created as part of the new Pre-Classification housing pod since this is the source of most of its users. The video court appearance area will also be accessible from the outside to accommodate inmates who were classified to other housing pods within the facility. The appearances will be done within acoustically private spaces. The video appearance area will be able to accommodate as many as 25 inmates with seating for males and females separated from each other. It is anticipated that arraignments will occur every day of the week.

HEALTHCARE

A new healthcare area will be provided because the existing area is far too small, the existing space is better located to serve inmate programming activities, and there is a strong desire to affiliate the healthcare area with the special needs housing pod.



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The healthcare area will include space for both medical and mental health staff activities. Medical space will include an area for dental exam but there will be no spaces provided for any other specialty such as optometry. While the mental health offices will be adjacent to healthcare space they will be kept physically and acoustically separate from them. Classification offices should be located nearby because of the high degree of interaction between classification officers and healthcare staff.

It is anticipated that medical staff will make frequent rounds at the housing pods to perform sick call and to distribute meds. Until the medical staff is on duty 24/7 (they have roughly half coverage today), jail officers will have to be involved in meds distribution and have controlled access to the medical area at all hours. It is recommended that a nursing staff workstation be provided within the Special Needs housing pod to increase staff efficiency at times when the nurses need to be working that area.

Mental health staff will not interview inmates in their offices. Rather they will utilize interview space at or near the housing pods.

Some of the elements of new **medical** healthcare facilities are as follows:

1. Three exam rooms.
2. A dental exam space.
3. Acoustically separate and secure waiting for up to eight inmates.
4. A holding cell for difficult or high-risk inmates awaiting care.
5. Two workstations at an open counter for "floor nurses".
6. A private work office for an administrative person who makes multiple calls to pharmacies, clinics and outside services. This will also provide a workspace for any visiting doctors.
7. A records file room with sorting table.
8. A meds storage and preparation room.
9. A lockable sharps storage room accessible from within the meds storage room.
10. A lockable sharps and supply storage room accessible from within the meds storage room.
11. A lockable hazardous waste storage room.
12. A storage room for wheelchairs, crutches, walkers, oxygen tanks, and so forth.

A Hoyer lift will be stored in the Special Needs housing pod.

The elements of new mental healthcare facilities are as follows:

1. One office for the primary officer.
2. One adjoining office for an assistant.
3. File storage room.

Renovated space in the existing facility should be made available relatively close to the lobby and accessible to jail circulation for community mental health and other community service providers working with jail inmates. The space needed is primarily office space and record storage space.

CLASSIFICATION

New classification staff offices need to be located near healthcare facilities due to the high levels of daily interaction between classification and healthcare staff. Classification staff also need a workstation in the intake-release area and access to interview space in the Pre-Classification housing pod. In essence their space needs are satisfied through the provision of a two-person office area and a file storage room.



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INMATE EXERCISE

At present only outdoor exercise is provided to inmates at existing Pods A and B. This means that inclement weather for significant parts of the year eliminates exercise activities for the inmates. Existing outdoor exercise space should be converted to indoor exercise space in part thus preserving some outdoor space, which is valuable.

Combination indoor-outdoor space will be provided at each new housing pod.

VISITING

The current system of offering visitors the choice of face-to-face non-contact visits or video visits will remain in place in the renovated and expanded facility. Added to the visiting program will be new contact visiting space for professionals such as attorneys, pastors, counselors, mental health staff and law enforcement personnel. Further, consideration will be given to creating a new family contact visiting space. This space will allow families, with an emphasis on children, to visit in a more normal contact setting with their loved one.

It is expected that the existing 10 non-contact visiting stations will be sufficient for the expanded capacity since there is some flexibility to expand visiting hours as a way to accommodate increased demand. However, to better accommodate the video visiting option, video visiting stations will be removed from the non-contact spaces (they were placed there for lack of any better options at the time) and relocated to a new space designed specifically for video visits.

The additional space will be adjacent to the south non-contact visiting stations and will be obtained by re-purposing existing intake-release space. Thus all visiting space will be easily accessible from the public lobby.

The elements to be considered in a proposed visiting component will be as follows:

1. The existing 10 non-contact visiting stations.
2. A video visiting room that can accommodate up to 10 two-person visiting positions.
3. Three professional contact visiting rooms.
4. A family contact visiting room featuring four, four-person visiting tables and an officer workstation.

INMATE PROGRAMS

A significant increase in program space is needed to address current shortages and to accommodate the higher number of inmates at the Satellite Jail because of consolidation. The prime location for program space is in the existing building in the spaces immediately across from and visible by Master Control. This suggests that the existing healthcare area and the existing two administrative offices join the existing classroom as a cluster of consolidated program space. This area is also easily accessible by inmates and a short distance from the public lobby for outside program providers. The healthcare area should be renovated to provide a second multi-purpose classroom.

A third large classroom is needed to accommodate large-scale religious, programmatic services and special events. Examples of larger scale needs are the Friday night Bible study, Sunday church services (with 4 pastors), and the trustee movie. The latter is a reward for the good behavior of trustees and the essential work that they provide to the jail. The numbers involved are up to 30 inmates. This third classroom will have to be new space and should be located centrally among the new housing pods for convenient access.

Until such time as the law enforcement facility provides a new training classroom it is recommended that the third classroom be able to accommodate staff training at selected times. This suggests that the space be located such that a



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secure outside entry for staff can be provided. To facilitate multiple purposes and provide flexibility the room should be supported by an ample storage area and should be able to be sub-divided.

A new program staff office with supplies storage should be affiliated with the new third classroom. This allows the laundry to re-claim space lost to the current program office.

The program component will include a space for general library storage and operations. However, the focus will be on creating library storage capabilities at each housing pod with a rotating set of books. In the case of the existing pods additional storage cabinets should be created at this center core for the accommodation of books and cart storage. At the new pods bookshelves should be installed in the multi-purpose interview rooms that will part of each pod period.

JAIL ADMINISTRATION

Jail administrative space will be consolidated and made accessible from the public lobby while being behind a controlled access barrier outside of the primary jail security perimeter. Access to the security perimeter, however, should be easy to attain. The best area to develop jail administration then is in the vacated intake-release area in the southwest quadrant of the existing building. From there the public, which includes vendors, lawyers, and law enforcement officers, can gain easy access while administrative staff have a clear, direct route to the jail security perimeter.

The following are the proposed elements of the Jail administrative area:

1. Captain's office.
2. Two lieutenant's offices.
3. Clerical/reception workstation.
4. Small waiting area.
5. Conference room for six people.
6. Office equipment room for copiers, faxes, shredders, printers and office supplies.
7. Two additional offices for future users such as I. T. Personnel, accountants, program staff and so forth.

Jail sergeants will be located within the security perimeter near the new intake-release area and Special Needs housing pod since these are the areas that will most typically need the most intervention by shift supervision staff.

PUBLIC LOBBY

The public lobby location will remain where it is. However, it needs to undergo a substantial expansion to accommodate the much higher number of visitors that will accompany a higher population. Additional space will be obtained by demolishing the existing video court appearance room and converting it to open lobby area. This has the additional benefit of allowing the lobby to open up to the outside via the introduction of significant amounts of natural light.

Additional lockers for visitor personal items will be provided in the expanded lobby area. Additional space should be obtained to create larger, ADA compliant bathrooms for males and females. Existing toilet areas can be converted to janitor closets.



ELECTRONIC HOME DETENTION (EHD)

Electronic home detention will be relocated to the south entry to the jail perimeter near the vehicle sally port. There offenders can report to the facility without going through the public lobby, and the EHD officer can be provided with the space needed while still having easy access to the main jail perimeter in order to fulfill his other duties more easily. A canopy needs to be provided over the entry to provide weather protection during inclement weather.

FOOD SERVICES

It is anticipated that the existing food services space will be sufficient for the near term since it will be feeding no more inmates than it does today. However, the design and limitations of the current space suggest that additional space might be needed someday. Plus it is expected that the adjacent laundry space to the south provides the most logical avenue of expansion. If that expansion takes place new laundry facilities in the expansion area will need to be provided.

LAUNDRY

Current laundry square footage will be doubled by re-acquiring what was previously linen storage space that was re-purposed for program offices once a program officer had been retained. However, that program office will move into new space thus making the critical re-acquisition of that space possible.

COMMISSARY

New commissary space will be provided at either a renovated location or a new location in the expansion. The commissary is inappropriately located today in the dry goods storage area of the kitchen. There it is difficult to supervise and subject to theft.

LOADING DOCK

The existing loading dock at the northwest end of the building needs to be expanded. It was designed too small thus preventing transport vehicles from pulling entirely within the dock space.

GENERAL STORAGE

A significant large general storage space will be provided in part of the space currently occupied by intake-release. A large space is needed to supplement the woefully limited storage at the Satellite Jail and to replace the significant amount of storage space at the Downtown Jail.

VEHICLE STORAGE

It is proposed that the existing intake vehicle sally port be kept for departmental vehicle storage and for delivery access to the new general storage area created out of the southwest corner of the existing intake-release area.



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UNASSIGNED SPACE

It is proposed that a block of un-assigned space be provided. This will allow the easy accommodation of future functions that are yet to be determined. Some of these functions might relate to new alternatives to incarceration or other program developments.

PARKING

Additional parking will be needed for the increased numbers of public visitors and jail staff. Roughly speaking, it is recommended that both existing parking lots be doubled in size in Option 1 where law enforcement stays downtown. When considering the need for staff, the key in terms of identifying the demand is recognizing the peak need at shift change when there is a car for the officer on duty and a car for the officer coming in to replace him/her.

A small 10-car parking lot near the new EHD entrance should be created for EHD participants. Also, a new 6-car lot should be developed just outside of the new intake vehicle sally port for supplemental arresting officer parking.

If the County chooses to move law enforcement to the Satellite Jail site, Option 2, it is recommended that the two existing parking lots on the west side of the building stay as they are but that both be used for public parking only (the north lot is currently dedicated to staff). New staff parking should then be developed on the east side (or back side) of the new law enforcement addition.

EMERGENCY REFUGE AREA

The addition of an outdoor emergency refugee area will be considered during the next phases of programming and design. The need for such an area is dependent upon the ability of a final design to effectively segment smoke zones and evacuation areas within the building envelope. If sufficient internal options are available, an outdoor fenced refuge may not be needed.



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2-B. JAIL SPACE NEEDS FOR THE SATELLITE JAIL – SPACE ESTIMATES

The list on the next page identifies the estimated amount of space needed for each *non-housing* component of the jail affected by the planning whether it is for new construction or renovation. During the design phase of the project the architect's goal will be to find the best way to satisfy these needs. Most of them can be anticipated to be provided by new space. But some of them can be provided through existing unchanged space or renovated space. The kitchen is a good example of unchanged space, at least initially.

Note that the list identifies how much gross square footage (GSF) is allocated for each component at the Downtown Jail and at the Satellite Jail. It then totals that existing gross square footage and contrasts it with the projected amount of gross square footage needed. In the end, the totals are roughly the same. The efficiency of consolidation in part explains this.



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PRELIMINARY SPACE ESTIMATE
 Champaign County, IL Satellite Jail Consolidation
 GSF = Gross Square Feet

Non-Housing Components:

- Master Control/Lobby Control Programs (classroom, offices, library)
- Health Care (medical/mental)
- Classification Office Intake-Release
- Intake Sally Port
- Vehicle Storage
- Visiting (family, video, professional)
- Lobby (incl. toilets, vestibules)
- Jail Administration
- Video Appearance
- Indoor Exercise
- Outdoor Exercise
- Kitchen
- Laundry
- Commissary
- Staff Support (lockers, break)
- Delivery Dock
- General Storage
- Electronic Home Detention (EHD)
- Alternative Program (Com. Elements, etc.)

	Downtown GSF	Satellite GSF	Total Existing GSF	Projected GSF Need at future Satellite	Change from Existing Totals	Comments:
	639	604	1,243	604	-51.4%	Remains in existing space.
	1,057	1,062	2,119	3,275	54.6%	Three classrooms; one new one doubles as training. New library & program office/storage space.
	875	905	1,780	2,050	15.2%	Medical/dental exam rooms, nurse's stations, records, waiting, holding cell, storage, mental health office.
	0	211	211	350	65.9%	New near health care.
	1,827	5,638	7,465	7,000	-6.2%	New space; cells, open waiting, booking, I.D., property storage, records, dress-out, transport, trans corridor.
	974	1,852	2,826	3,200	13.2%	New: 2 lanes; 3 cars parking, storage.
	0	0	0	1,852		Save and re-use existing Sally Port for this purpose.
	755	893	1,648	2,400	45.6%	Added visiting capabilities in renovated booking area.
	639	1,372	2,011	2,170	7.9%	Additional Square feet gained from demolition and integration of Video Appearance area space.
	87	471	558	1,600	186.7%	In renovated booking area.
	0	593	593	600	1.2%	Create new at Pre-classification Pod.
	1,794	0	1,794	1,700	-5.2%	Created for A & B pods thru renovations; new pods include indoor-outdoor combo spaces.
	1,224	3,406	4,630	1,700	-63.3%	Reduced areas at A & B pods.
	1,159	3,326	4,485	3,326	-25.8%	Remains as is.
	452	570	1,022	1,100	7.6%	Initially at existing location, re-claiming program space.
	0	130	130	150	15.4%	Re-located out of the kitchen dry goods storage area.
	302	1,285	1,587	1,285	-19.0%	Expansion at new sheriff's facility.
	0	574	574	800	39.4%	Enlarge current dock.
	1,540	237	1,777	1,500	-15.6%	Main space in renovated intake area; efficient shelving. Total includes misc. existing & new small spaces.
	0	154	154	240	55.8%	In renovated intake area.
	367	0	367	600	63.5%	Includes unassigned space for future developments.
Total Gross Square Feet	13,691	23,283	36,974	37,502	1.4%	



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Below is an estimate of both the **new square footage** needed for the **addition** to the Satellite Jail, and the expected amount of **renovation square footage**. These new addition estimates include the amount of square footage needed for each of the three new housing pods proposed, something not documented above.

The addition of support space, and not just housing space, is the result of not only addressing identified program and support space deficiencies at the existing facility but also responding to the increased demands created by **69% more** inmate beds added to the jail through consolidation (307 vs. 182).

<u>NEW Construction Space Estimates:</u>	GSF:
Pod C* - Special Needs	14,500
Pod D* - Female/Male Flex	15,000
Pod E* - Pre-Classification / 0-72 hour & Video Court	6,000
Intake-Release	7,000
Vehicle Sally Port	3,200
Health Care/Classification	2,400
Program/Training	1,500
Shift Sergeants	400
Commissary	150
Delivery Dock Extension	250
Unassigned	400
Sub-total GSF:	50,800
Corridors, mechanical, etc. (x 10%):	5,080
Total New GSF:	55,880

**included in each new pod: exercise, storage, small multi-purpose/interview, janitor closet, video visiting.*

<u>RENOVATED Construction Space Estimates:</u>	GSF:
Pod A - Maximum Custody Males	200
Pod B - Minimum/Medium Custody Males	150
Indoor Exercise (Pods A & B)	2,200
Corridor through POD B Exercise	310
Visiting	1,325
Administration	1,610
General Storage	1,120
Program/Training	750
EHD & Community Elements	600
Lobby/toilets/lockers	1,400
Total Renovated GSF:	9,665

Of course, the detail space programming process yet to come (Task E in the workplan) will provide more detailed and accurate estimates of space needed. However, this level of estimate should be sufficient to allow the generation of a reasonable estimate of cost ranges to be expected for a renovation-addition project at the Satellite Jail.



2-C. LAW ENFORCEMENT SPACE NEEDS – NARRATIVE DESCRIPTION

FUTURE EXPANSION CONSIDERATIONS & PRIORITIES

Based on U.S. Census bureau data from 2010, Champaign County increased its population by 21,412 residents, or by 11.9%, during the last 10 years (2000-2010). Despite this rigorous rate of growth county law enforcement service volumes have remained fairly constant. Current records operations staff have actually receded by two positions over that timeframe.

Sheriff Walsh and Chief Deputy Jones confirm their belief that this is a trend for the future for the county. They judge that growing population and growing urbanized housing areas will primarily occur within the four major cities in the county. It is their view that an expansion of law enforcement services will be accommodated by the local city police departments rather than by the Sheriff's Office.

The primary concern in the Sheriff's Office is the need to accommodate **law changes** that have dramatically increased storage needs in the **records and evidence/property units**. Increasing storage needs for concealed-carry registrations, sex offender registration and growth in civil process volumes has resulted in files storage expanding into whatever space can be found no matter how inappropriate or inconvenient, including space within the jail security perimeter. This decentralizing of records has become especially difficult because of **increased public requests** for records information, which subsequently has clerical staff searching for files in seven (7) different locations.

Similar to records, expanding volumes of evidence have led to a scattering of spaces used for storage. In addition to the small room originally designated for evidence, an additional seven (7) areas on two floor levels have been re-assigned from other functions to long-term evidence storage. This includes highly inappropriate areas within, or only accessible through, a mechanical fan room. In cases involving homicide, which often have extensive amounts physical evidence, there is no longer a limit on the length of time evidence must be stored.

A secondary, though essential growth consideration for the Sheriff is for **staff training space**. Public demand for accountability in policing actions repeatedly focus on the need for training. There are no specifically designated areas for in-service training or for annual proficiency testing. A shared resource area for the training needs of field officers and correctional officers is well justified and should be included in projections of future Champaign County law enforcement space needs.

SHERIFF'S ADMINISTRATION

The 1980 design of administrative office spaces was quite frugal though workable at that time. It is assumed that these areas could remain essentially unchanged if the existing downtown building is maintained for law enforcement operations (Option 1).

In a new facility (Option 2), projected space needs would increase by 28% to accommodate room size increases more consistent with current office space standards including significantly greater meeting and conference space. Administrative offices should also be grouped in a suite of spaces accessible from staff in public areas. The suite should include the



Sheriff, Chief Deputy, law enforcement Captain, Executive Secretary and an administrative conference room. An office equipment and supplies storage area, toilet facilities and a spare office for future considerations are also suggested.

RECORDS, CLERICAL AND FILE STORAGE

Current space for the Support Services Lieutenant and for clerical staff seems adequate. In fact, two clerical workstations are not currently used. Discussions of future needs suggested a potential to increase service hours during normal workdays and/or weekend hours. This area could accommodate an increase in work volume without additional workstations.

The total square footage for files/records storage would not need to increase significantly but should no longer be provided as a scattered collection of rooms. A design option for renovation of the downtown facility (Option 1) would utilize the space adjacent to the clerical office in the Southwest corner of the upper level where staff lockers and a break room currently exist. Demolition of existing walls, doors, etc. would provide a 1,400 square foot area for active files storage. Using new high-density file storage equipment, this space could effectively double the existing volume of stored records. It would also be wise to maintain several existing storage rooms on this floor for archival records needs.

Space provisions in a new facility (Option 2) would remain similar to existing floor plan area provisions with a projected need for a total of 3,800 gross square feet for all staff and storage space.

INVESTIGATIONS

Similar to other office areas, current office space dedicated to detectives is frugal but seem adequate. Current provisions include a Lieutenant level Supervisors office and six offices for detectives. One office is currently unoccupied.

A secondary investigative space is provided for two deputies assigned to a drug/street crimes unit. This space takes a small portion of what had previously been space for a patrol staff work room.

Design options for the current downtown facility (Option 1) would assume a re-purposed use of the existing evidence room, which is adjacent to current detective offices. This 360 square foot area could provide a modest office for a drug unit workspace and add one or two investigative interview rooms.

Space provisions in a new facility (Option 2) would be projected to provide a modest 29% space increase and would be best located to provide a separate secure access from the exterior for suspect and/or informant access.

EVIDENCE AND PROPERTY MANAGEMENT

Current space for evidence and property storage is in eight (8) decentralized rooms that provide a total of 1,678 gross square feet. There is no work area for officers to process, identify and package evidence. All evidentiary items, whatever their size and weight, must be walked-up an interior stairway or through an elevator that requires inappropriate movement through the jail security perimeter. The current layout is totally dysfunctional and grossly inadequate in size.



A design option for the existing downtown facility (Option 1) would be to totally relocate all space for evidence processing and storage, as well as found and confiscated property, to a renovated area using existing, vacated lower-level jail space. This design would be located off of the existing lower level drive-through vehicle sally port to provide a staging area for forensic processing of vehicles and managing cases with large volumes of evidence items. This space proposal would be about 3,500 gross square feet exclusive of the garage space. This would include space for officer processing, an evidence tech office and files area, and a large area for evidence storage. The evidence area would have internal subdivisions for drug evidence, valuables storage, evidence-drying equipment, refrigeration and freezer storage units, weapon storage, and areas for small, medium and large evidence items. The use of high-density storage shelving is recommended for envelope and small package items.

A separate area for found and confiscated property stores is included and an adjacent office/counter area for citizens retrieving property.

A new facility option (Option 2) would project a similar space allocation and design.

PATROL OPERATIONAL SPACES

The current areas allocated for patrol include three upper-level rooms for the Patrol Lieutenant, patrol video download (patrol vehicle cameras, body cameras), and a small break/training area. Lower level spaces evolved from a previous arraignment court area, but now provide a patrol deputy workroom, a single shift sergeants office, a forms storage room, and two rooms for supplies storage and tactical gear. A separate vault for ammunition and weapons storage is disassociated from other patrol workspace. Current space provisions equal approximately 2,300 gross square feet.

A re-design of the existing downtown facility (Option 1) would look to add space to increase the number of shift sergeant offices, relocate the Arsenal vault, relocate a remote space for quartermaster supplies (currently in fan room) and add interview rooms for suspects and/or short-term juvenile custody holds.

Projected gross square feet of space would slightly increase for the minor expansion of room provisions at a new facility (Option 2).

STAFF FACILITIES

The current facilities adequately address toilet and shower facilities for staff. However, locker provisions for male deputies have been long outgrown, and provision for workout/physical conditioning space was not included in the original design. The Sheriff's Office has acquired a treadmill and a universal gym weight-conditioning unit. Staff attempted to locate and use these in an open area of an existing mechanical equipment room. This proved to be too remote, too dirty and too hot to be a realistic resource.

A design option for the existing downtown facility (Option 1) would provide renovated space for all staff-related support space adjacent to the lower level staff entry and adjacent patrol work area. A projected need for approximately 2,800 gross square feet is a 20% increase from existing/disassociated space provisions. This total applies equally to new (Option 2) except that in that option additional space needs to be allocated for jail staff. By so doing, a single combined jail-law



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enforcement staff locker and shower area can be created alongside a joint staff break room. This will be space-efficient, will aid in building departmental camaraderie, and will facilitate necessary kitchen and commissary expansions within the Satellite Jail. The new staff support areas should be at the intersection between the new law enforcement facilities and the Satellite Jail to which it will be attached.

LOBBY FACILITIES, HOUSEKEEPING, MECHANICAL

Existing facility provisions would not need to change in a downtown renovation (Option 1). A new, single level facility (Option 2), would likely result in a reduction of space.

IN-SERVICE TRAINING CENTER

The Sheriff's Office does not currently have dedicated space for the significant and growing training needs of field deputies and correctional officers. The need for a suite of spaces that address the different training modes needed was introduced in the future expansion considerations discussion at the beginning of the chapter. Training can often be provided by individualized computer applications but most often, outside trainers providing specific classroom style presentations for 20 to 30 participants is the most cost-effective and efficient staff-time solution.

A third training need is to develop an area where staff can maintain non-lethal combat skills. This training area is typically smaller in scale, usually accommodating a class of 10 to 12 participants. It requires tumbling/floormat equipment and wall padding.

A design option for the existing downtown facility (Option 1) would provide a total of about 1,800 gross square feet of training space in renovated space that can be reconfigured from the existing jail area. The same allocation would be projected if a new facility option is selected (Option 2).



2-D. LAW ENFORCEMENT NEEDS – SPACE ESTIMATES FOR OPTIONS 1 & 2

An estimate of law enforcement space needs appears below. There is an estimate for Option 1, which is to keep law enforcement facilities within the existing downtown facility, and one for Option 2, which is to build new space at the Satellite Jail site. Option 2 includes additional locker space for a consolidated jail-law enforcement staff area.

	Existing Downtown GSF	OPTION 1 Projected GSF Need at Downtown Facility	OPTION 2 Projected GSF Need at future Satellite
Law Enforcement Components:			
Sheriff's Administration	1,406	1,406	1,800
Records Clerical and workrooms	1,542	1,542	1,825
Records Files Storage	1,904	1,904	1,904
Investigations	1,716	1,856	2,400
Evidence and Property Management	482	3,536	3,500
Evidence/Property Storage Rooms	1,196	0	0
Patrol Operational Spaces	2,337	2,517	2,800
Lobby (incl. toilets, vestibules)	2,301	2,301	1,200
Staff Facilities	1,713	1,713	2,200
Housekeeping and Mechanical	1,375	1,375	1,600
Inservice Training Center	0	3,000	1,800
West FAN ROOM Storages/Misc	1,000		
Total Sheriff's Gross Square Feet	16,972	21,150	21,029
Planning Contingency		1.10	1.10
Total Gross Square Feet Estimate		23,265	23,132



2-E. FACILITY MASTER PLAN OPTIONS

THE OPTIONS

With the elimination of the downtown jail as a jail master plan option the consultants developed two options for County consideration:

OPTION 1: Jail renovation and addition at the Satellite site with renovated law enforcement facilities downtown within the existing facility.

OPTION 2: Jail renovation and addition, and a law enforcement addition at the Satellite site.

For the jail, Options 1 and 2 are identical with the exception of several changes to the kitchen and staff locker areas of the facility in the NW quadrant of the Satellite Jail. These differences will be explained later.

The basic intent of the master plan options is to provide solutions that make long-term sense in terms of safety, security, standards-compliance, functionality and staff-efficiency consistent with the system's mission statement.

OPTION 1 & 2 SITE PLANS – SATELLITE SITE

The site plans for Options 1 and 2 are different only in terms of whether or not there is a new Sheriff's law enforcement facility attached to the Satellite Jail, and in terms of parking development. In Option 1 it is proposed that the existing staff and public parking lots essentially be doubled in size to accommodate current shortages and future additions of staff and visitors.

In Option 2 it is proposed that existing parking lots be left un-touched with both lots then being designated as public parking. New staff parking is proposed on the north side of the site, east of proposed new law enforcement facilities.

In Option 2, new single-level law enforcement facilities are shown attached to the NW corner of the Satellite Jail. Whether or not to develop those facilities as two-story facilities, or to add basement space, is an issue for later programming and design consideration. The consultants chose to show a single-story solution now because it posed the toughest test for the site in terms of land usage, and is probably the most functionally efficient.

In both options a jail addition is shown attached to the east side of the existing facility. The addition is **separated from the existing jail by 10 feet** so that there is a clean development of needed foundations without either interrupting the existing east wall or existing wall foundations of the Satellite. A connection to the existing jail is made by creating a corridor between the two existing inmate exercise areas to the new construction. The new corridor is linked to the existing corridor that runs all the way west to the master control center.

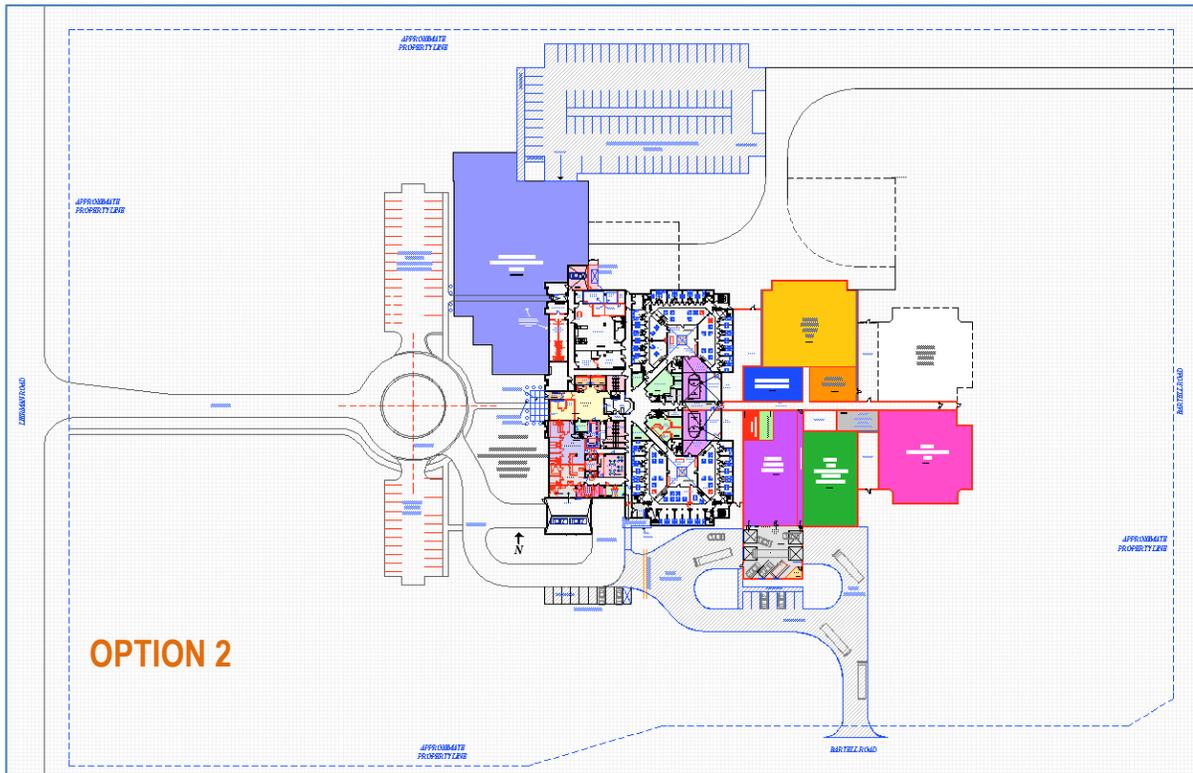
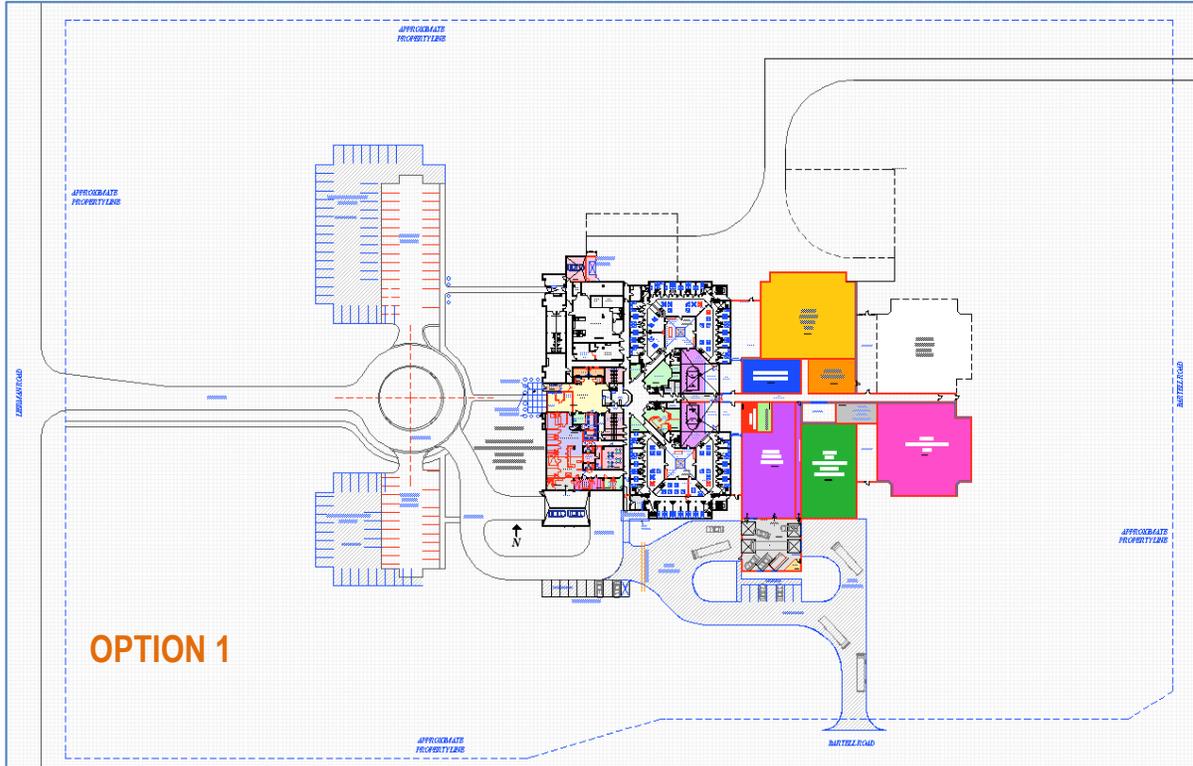
A new access road to the new vehicle sally port is proposed in the site plans. Accessing the proposed new sally port from the south off of Bartell Road makes far more sense than asking patrol officers to approach from the West, go around the circle drive, and then pass the old sally port to gain access to the new sally port. This new drive can also be designed to more easily accommodate the turning radii of buses and other large vehicles needing to use the vehicle sally port.

The proposed conceptual site plans for Options 1 and 2 appear on the next page.



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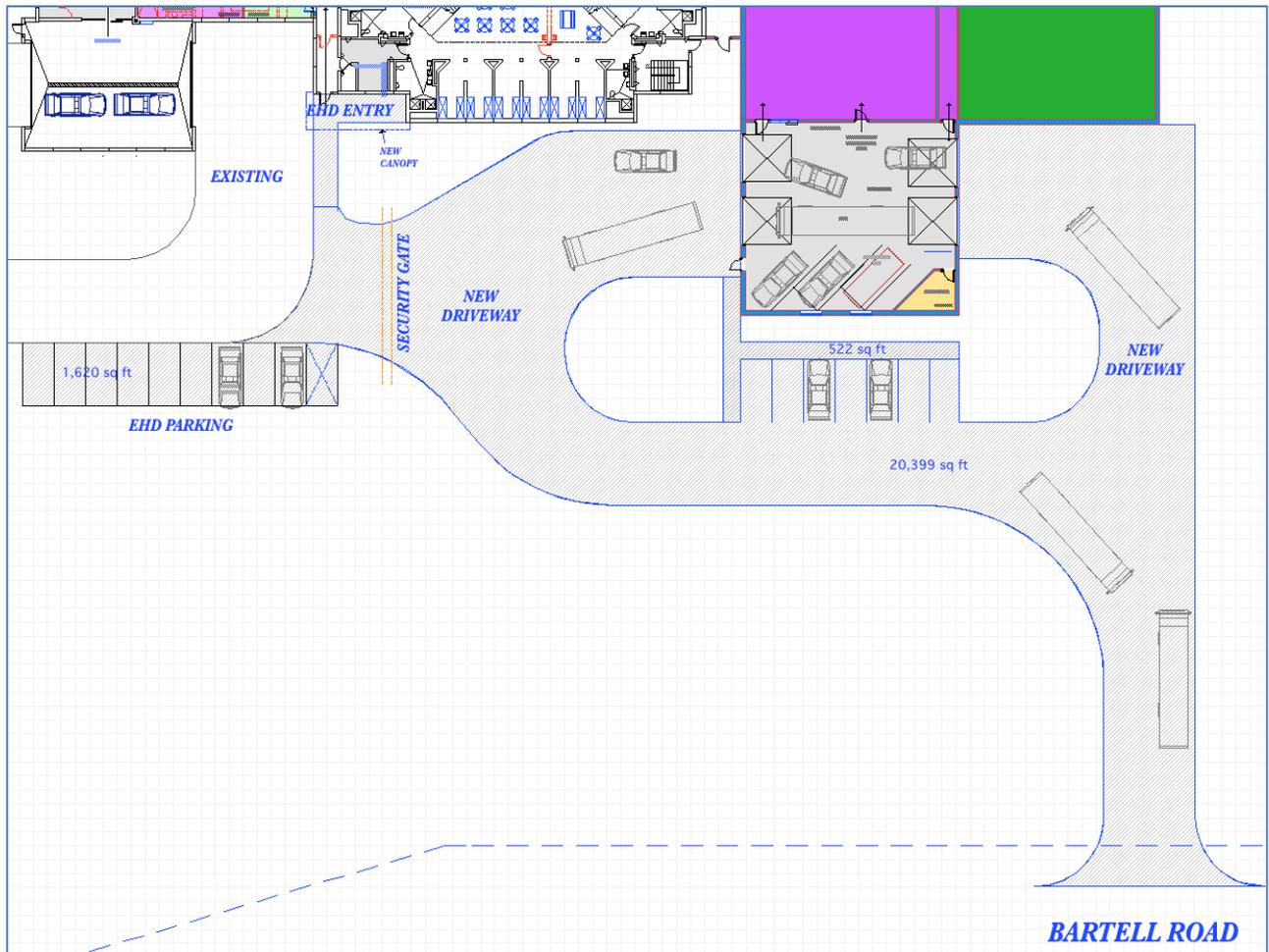


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SITE IMPROVEMENTS

A new vehicle sally port access roadway is proposed to come off of Bartell Road to provide access to the sally port for buses, vans, ambulances and patrol cars, as shown below. It is proposed that a security gate be erected to the west (left) of the new sally port to prevent un-authorized vehicular movement from the west into the sally port area. New EHD offender parking of 10-cars would be provided to the west of the security gate.

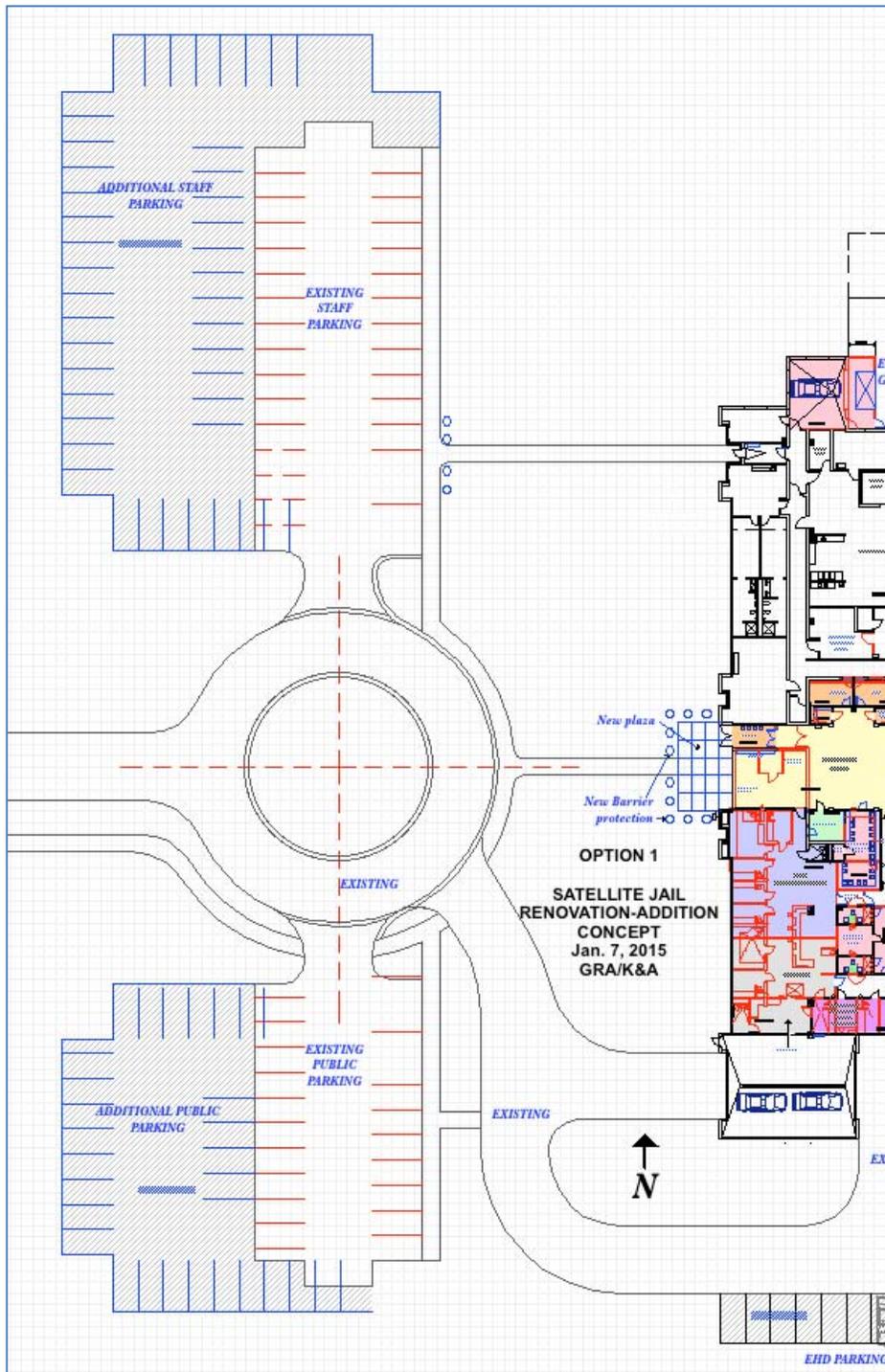




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In **Option 1** the existing staff and public parking lots are to expand as is shown in the following sketch. Additionally, an improved front entry walkway and outdoor waiting area with decorative security barriers is proposed.

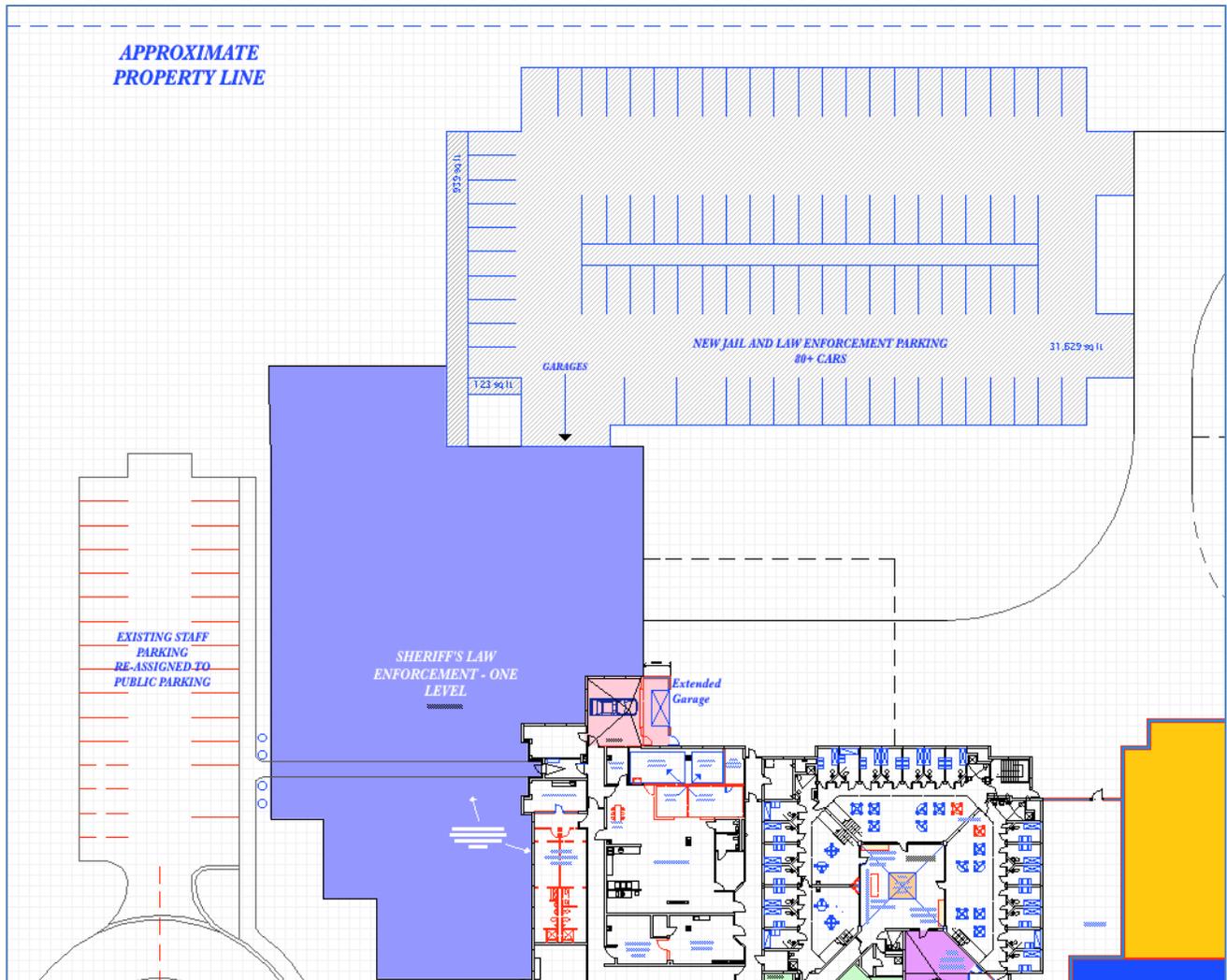




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In **Option 2**, the existing parking is left intact except that the Staff parking lot is re-assigned to public parking. A new 80-car staff parking lot is proposed for the north part of the site on the opposite side of the new law enforcement center from public parking.



The engineering team is studying the need for other site improvements including the need for additional storm water retention.



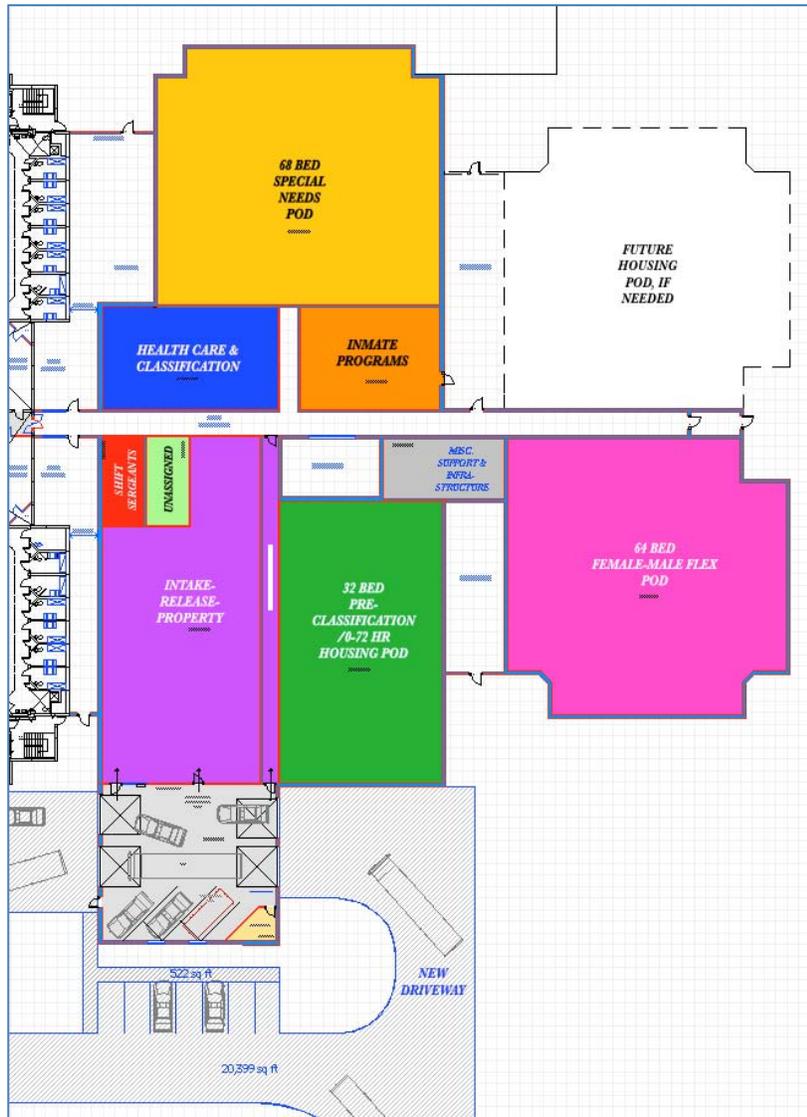
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THE JAIL ADDITION

The proposed jail addition consists of three new housing pods, a new intake-release area, a new vehicle sally port, a new healthcare and classification area, a new shift sergeant's office, a new program/classroom area, and a block of unassigned space for future functions unknown today. It also includes ancillary corridors, mechanical, electrical, housekeeping and storage space. The proposed organization of spaces allows for the easy integration of a fourth housing pod should that become necessary at some point in time.

Key relationships proposed include that of closely associating the intake-release area with the proposed new Pre-classification/0–72 hour housing pod, the new healthcare/classification area, and the new Special Needs housing pod. A close association of healthcare with the female-male flex pod is also a critical new relationship in terms of efficiency and service provision. Below is a close-up of the proposed jail addition. The existing facility is to the left.





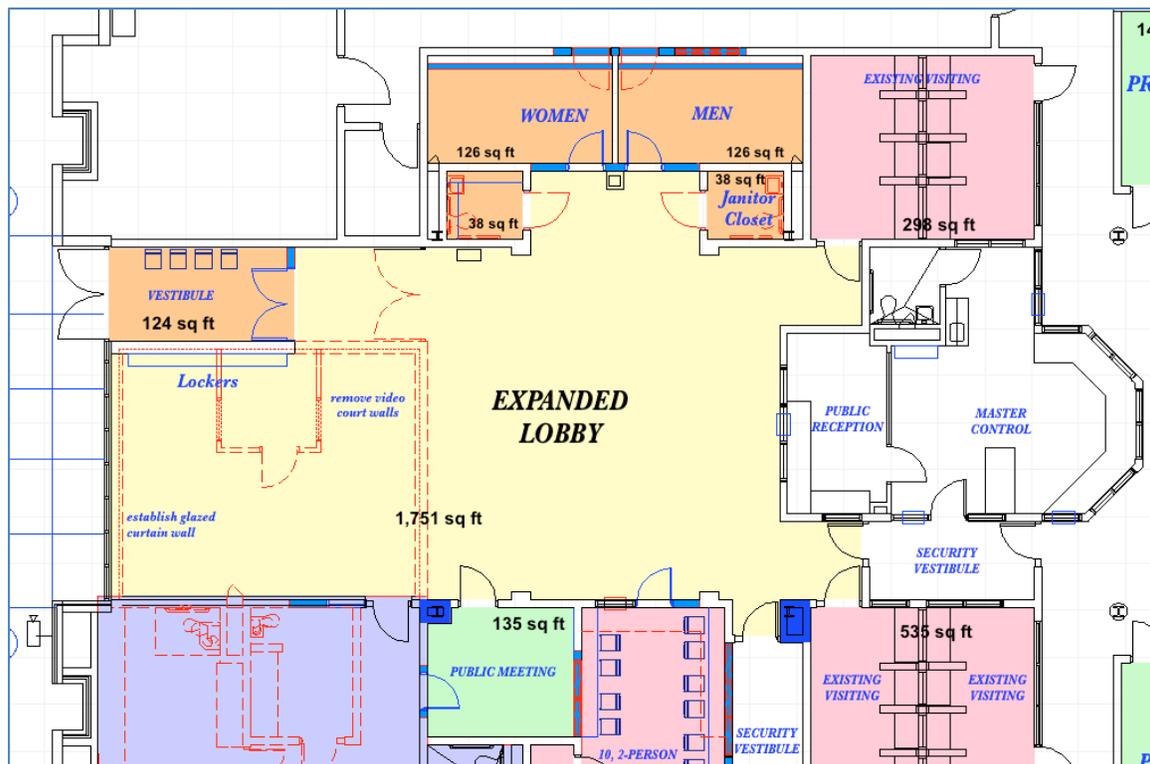
SATELLITE JAIL RENOVATIONS

A number of important renovations are proposed for the existing jail. All of them are meant to solve problems identified by a.) the consultants during their tours of the facility, b.) staff through their Problem Identification exercise responses, and c.) staff through their contributions during planning meetings. The proposed solutions, which form the basis for later cost estimates, are described in the following paragraphs.

It is proposed that the under-sized **public lobby** be enlarged to address both current inadequacies and the expanded number of visitors expected with the enlarged Satellite Jail. To attain the greater space within the envelope of the jail it is proposed that the existing video appearance space be demolished. This would not only enlarge the lobby but would also facilitate the introduction of significant amounts of natural light. This would help make for a brighter, more welcoming environment for the families of incarcerated individuals.

It is also proposed that renovations be made to provide for **larger male and female toilet rooms**. These toilet rooms should also be designed to meet the increased standards for ADA accessibility which have recently been put into practice. Utilizing the existing small toilet rooms for a janitor closet and a small supply storage room will be beneficial to the maintenance of the lobby. It is also proposed that a **public service meeting room** be created between the lobby and the new administrative area. This will allow staff to quickly and conveniently meet with vendors and the public without having to have them enter the secure administrative area.

The drawing below shows how the proposed changes might look at the lobby/entry area.





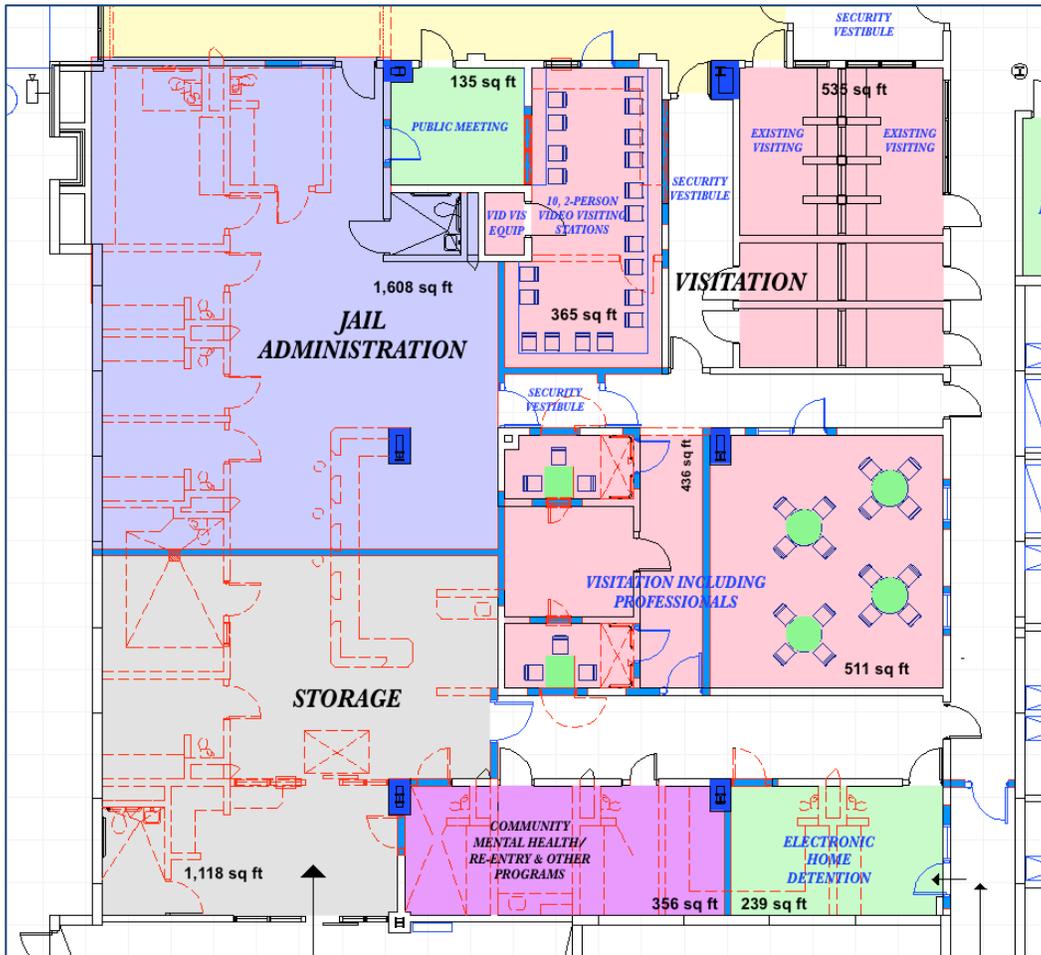
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The most extensive changes occur in the **SW quadrant** of the jail which is where intake-release and visiting are currently located. Since a new intake-release center is proposed as part of the addition the existing intake-release area will be renovated to accommodate the following critical needs:

- a consolidated Jail Administrative area adjacent to the public lobby,
- expanded public visiting adjacent to the public lobby that could accommodate a new video visiting center, new professional contact visiting space and a new family contact visiting room (existing non-contact visiting will be retained),
- expanded space for the electronic home detention (EHD) program with access to the jail perimeter and a new offender entry on the south side of the facility (thus separating them from the Lobby),
- space for community mental health and other program-oriented community services, with access to the jail perimeter and to contact visiting spaces,
- greatly expanded general storage space adjacent to the existing sally port which can then serve as a delivery point, and
- additional vehicle storage and general storage in the old sally port.

The drawing below shows the proposed changes in the SW quadrant. The red dashed lines indicate where existing walls need to be demolished. Though there is significant demolition existing walls were reused wherever possible.



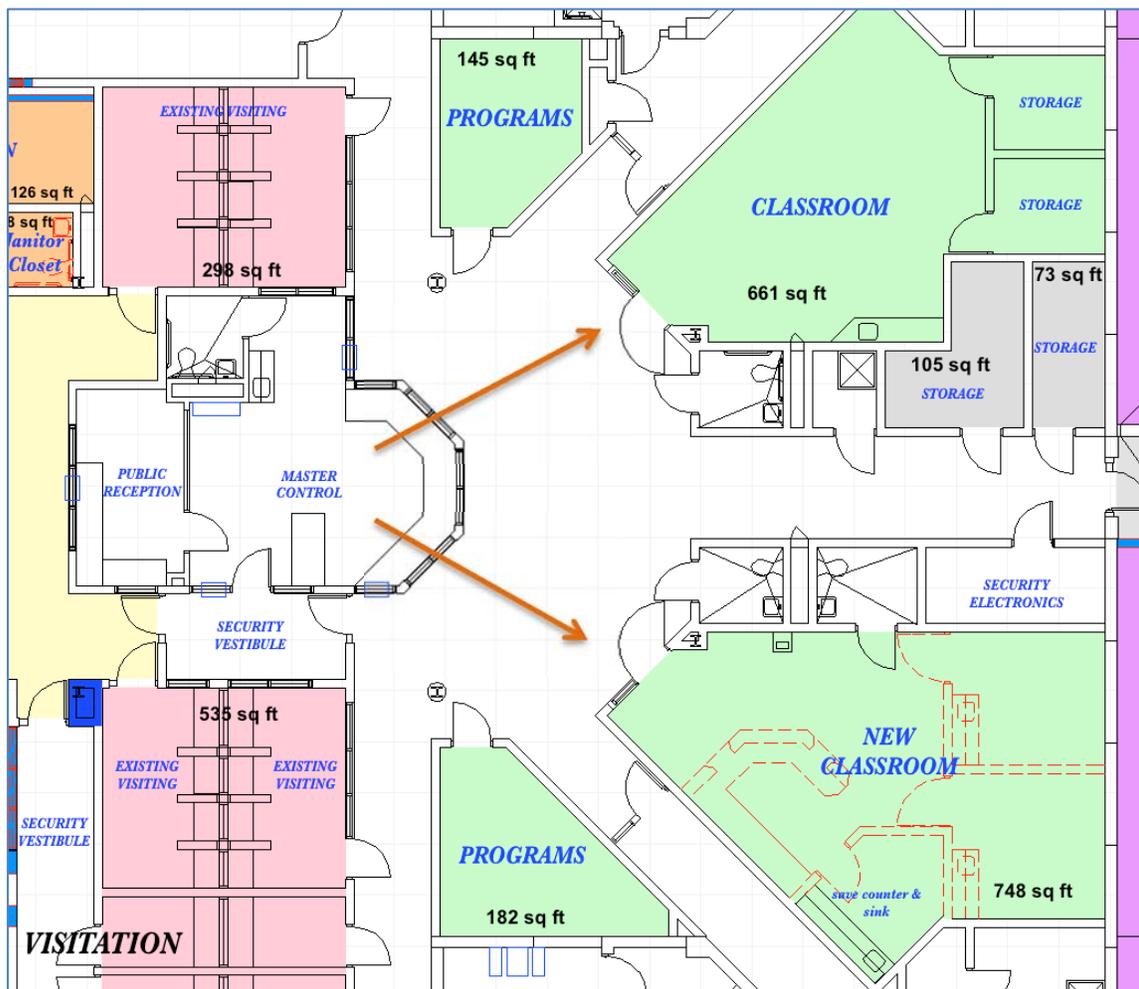


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It is proposed that the existing healthcare area (which is being re-created at a larger scale in the new addition), and the existing administrative staff offices (which are being consolidated near the lobby) be converted into **new classroom and counseling spaces**. In combination with the existing classroom the consultants are proposing that a virtual **program center** be created at the core of the facility under the watchful and re-assuring eye of the existing Master Control post. At this location, access to the central program areas is very convenient for any outside service providers that will be entering the facility through the public lobby. Lastly, the existing classification office and classification records storage space (in gray on the right below) can be converted to general storage and program activity storage.

The sketch below illustrates the proposed concept. Only the old healthcare area requires substantial renovation (dashed red lines for demolished walls). Proposed program space is in light green.





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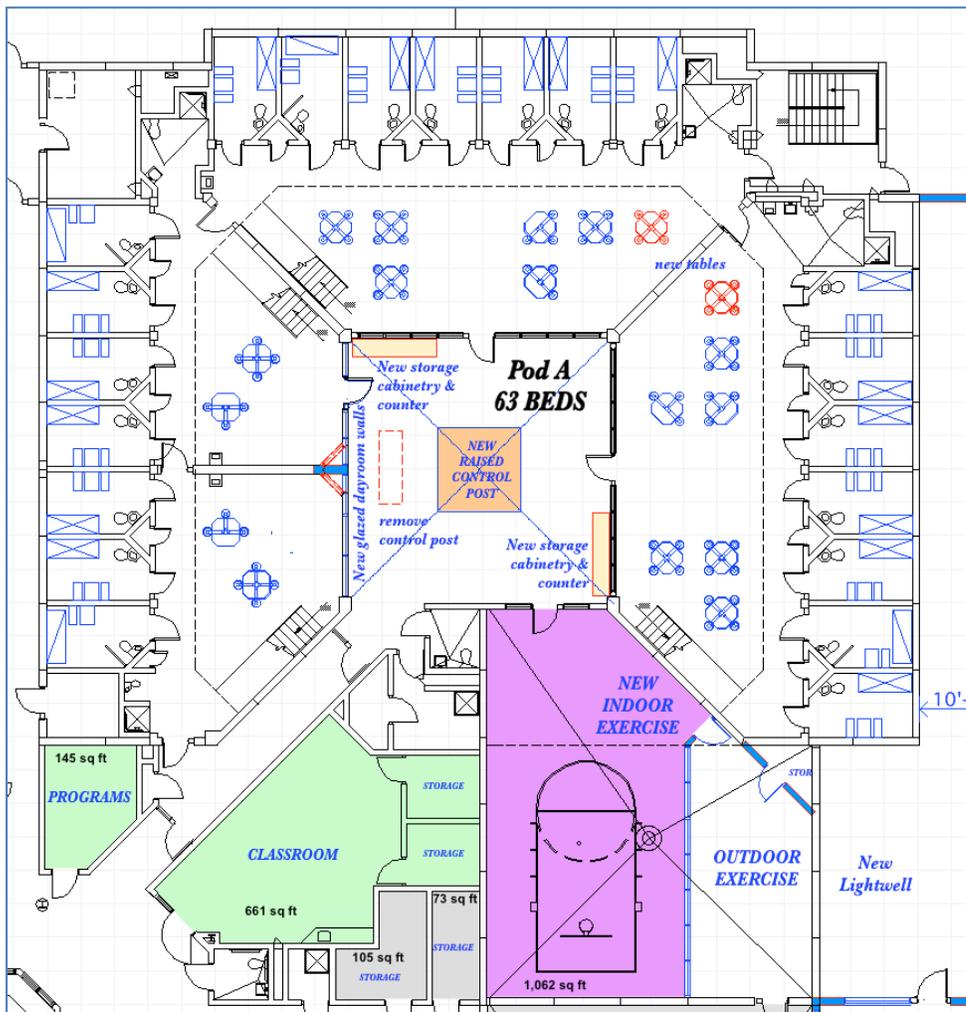
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Several renovations are proposed for housing **Pod A**. Their main intent is to improve security by taking advantage of the original pod-remote nature of the design, and to provide an important indoor exercise capability not present at this time.

The proposed changes are as follows:

- sub-divide the existing outdoor exercise area into separate outdoor exercise and 365 day per year indoor exercise sections,
- build a new raised staff control post at the center of the pod at the intersection of the day room walls so that the most complete view of the cellblocks possible is attained,
- demolish the solid dayroom walls at the front of the two west units and replace them with a glazed wall that allows full staff view of the cellblocks from the new staff post,
- add new privacy screening for dayroom toilets visible from the staff post,
- add new library and storage cabinetry and counters in the center core area, and
- add new dayroom tables to increase the standards-compliant bed capacity of the two large cellblocks.

The drawing below illustrates the proposed changes.



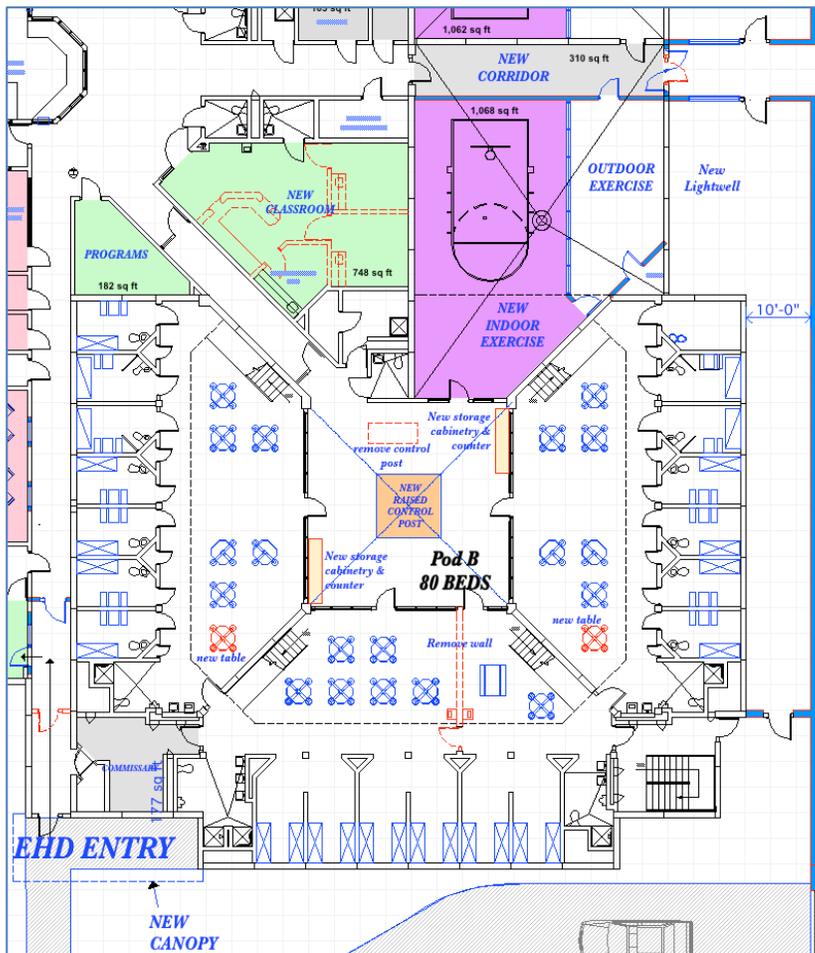


Several renovations are proposed for housing **Pod B**. Their main intent is also to improve security by taking advantage of the original constant surveillance pod-remote nature of the design, and to provide an important indoor exercise capability not present at this time. Part of Pod B is to be used to provide access to the new addition.

The proposed changes are as follows:

- create a new corridor to provide access to the new addition through the existing outdoor exercise area,
- sub-divide the existing outdoor exercise area into separate outdoor exercise and 365 day per year indoor exercise sections,
- build a new raised staff control post at the center of the pod at the intersection of the dayroom walls so that the most complete possible view of the cellblocks is attained,
- demolish the dayroom wall between the two south cellblocks to facilitate full pod-remote view from the staff post,
- add new privacy screening for dayroom toilets visible from the staff post,
- add new library and storage cabinetry and counters in the center core area,
- add new dayroom tables to increase the standards-compliant bed capacity of the two large cellblocks, and
- add a new EHD offender entry, with canopy, at the SW corner of the pod where work releasees used to enter.

The drawing below illustrates the proposed changes.





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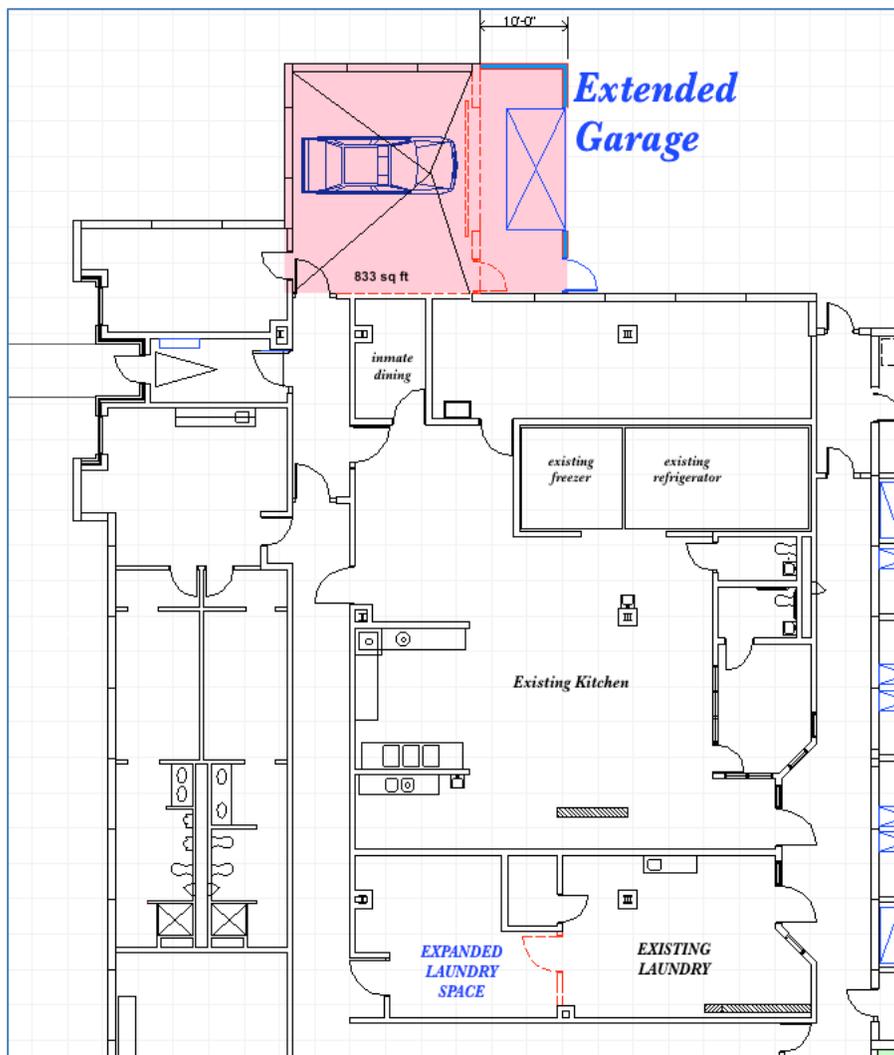
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There are **two versions** of changes in the **northwest quadrant** of the Satellite Jail. One pertains to Option 1 and the other to Option 2. The difference between them is caused by the impact of either having law enforcement operations on site or not having them on site.

In Option 1, where law enforcement stays downtown, there are very limited changes to the NW quadrant. The main downside of this is that needed changes and expansions in the kitchen and solutions to staff locker shortages are not accomplished. These issues are delayed until after Option 1 is completed because the functions are in the right place but there is no room to expand. One option for the kitchen when space needs become acute is to build a new laundry near the new addition and then take over that space for expanded kitchen.

The changes that are accomplished in Option 1 are to convert the current program office into much-needed expansion for the laundry operation, and an expansion of the loading dock garage, which was always too small.

Option 1 proposed changes are illustrated below.



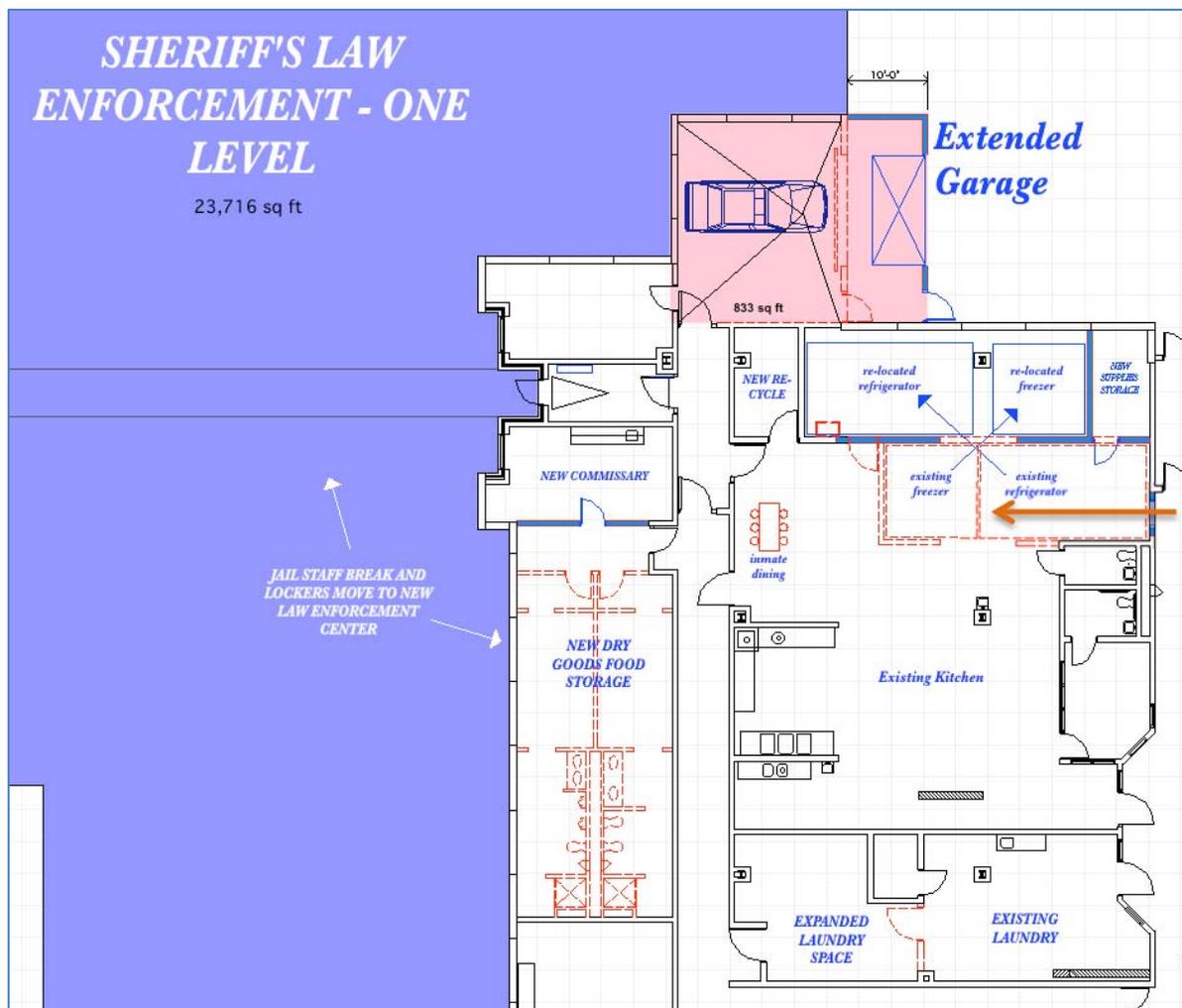


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With the Sheriff's law-enforcement operations coming to the Satellite Jail site in **Option 2** three major jail issues also get addressed in the **northwest quadrant**. First, it is proposed that new consolidated jail and law enforcement **staff lockers and break** areas be created in the new law-enforcement addition. Second, with the existing jail locker area vacated it can be converted into new **commissary and dry goods storage** space for the kitchen. Third, **the kitchen floor area can be expanded** by moving the walk-in refrigerator and freezer north where dry goods storage is currently located. A glazed view panel can then be installed in the east wall of the kitchen to provide roving staff view of more of the kitchen from the adjacent main corridor.

The diagram below illustrates the proposed changes in **Option 2**.





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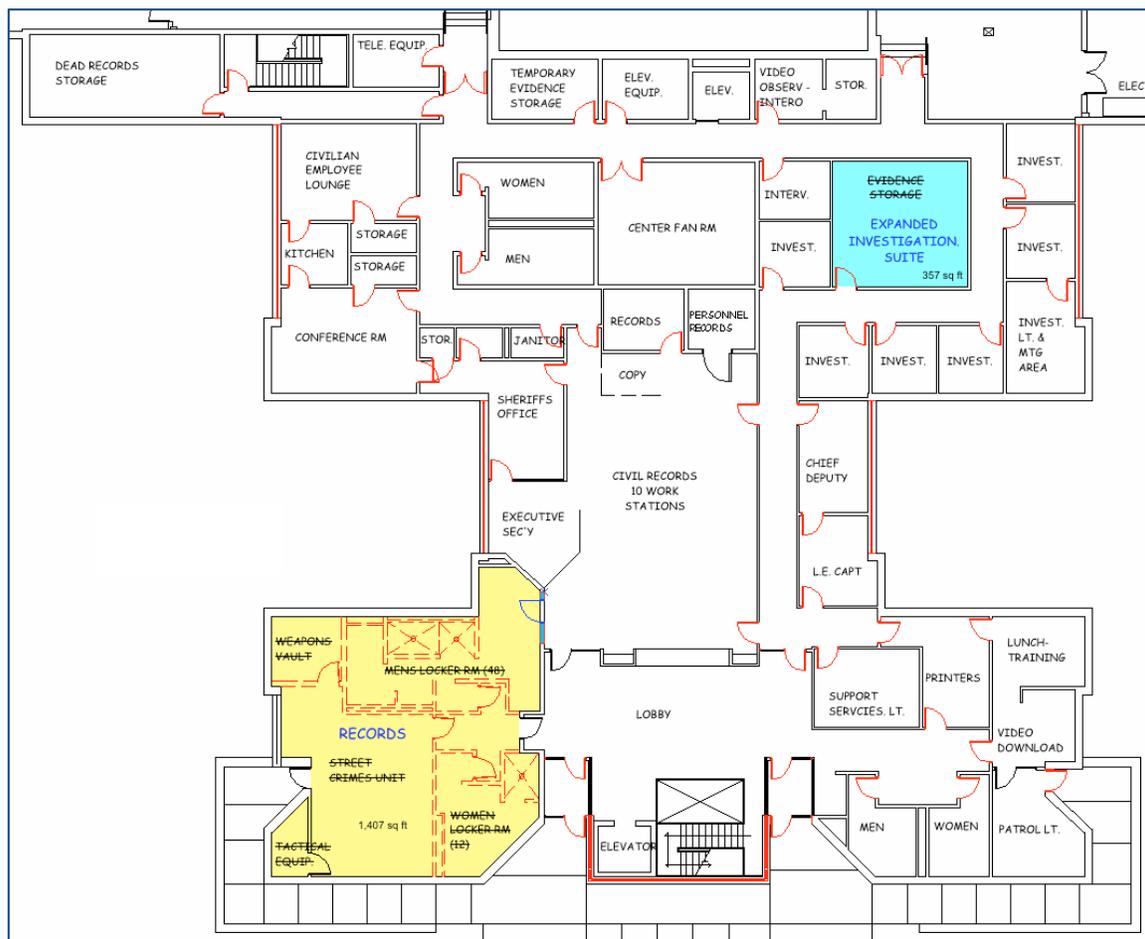
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LAW ENFORCEMENT RENOVATIONS DOWNTOWN

In **Option 1**, law enforcement stays downtown at the existing facility. In order to remain there in an effective long-term manner multiple renovations to existing law enforcement space and expansion into vacated jail space are necessary. These renovations are intended to address all of the space and operational problems that were identified to the greatest extent possible. However, limitations imposed by the layout of the facility, the disjointed two-floor design, and the need to convert jail space to law enforcement purposes for which they were not intended limit the effectiveness of the proposed solutions.

Upper Level Renovations

On the **upper level** a major change is abandoning the staff locker and break area in the southwest corner of the facility and converting it to records storage space accessible to clerical staff. By utilizing this location access to records will be swifter and more convenient for staff and will eliminate the need for staff to go to the lower level to retrieve records. This work involves demolishing many existing walls and creating an opening directly between the renovated area and the existing clerical area. The drawing below illustrates this proposed change (yellow area) plus the re-designation of the original upper-level evidence room, which was severely outgrown years ago, for use by investigative staff (in blue).





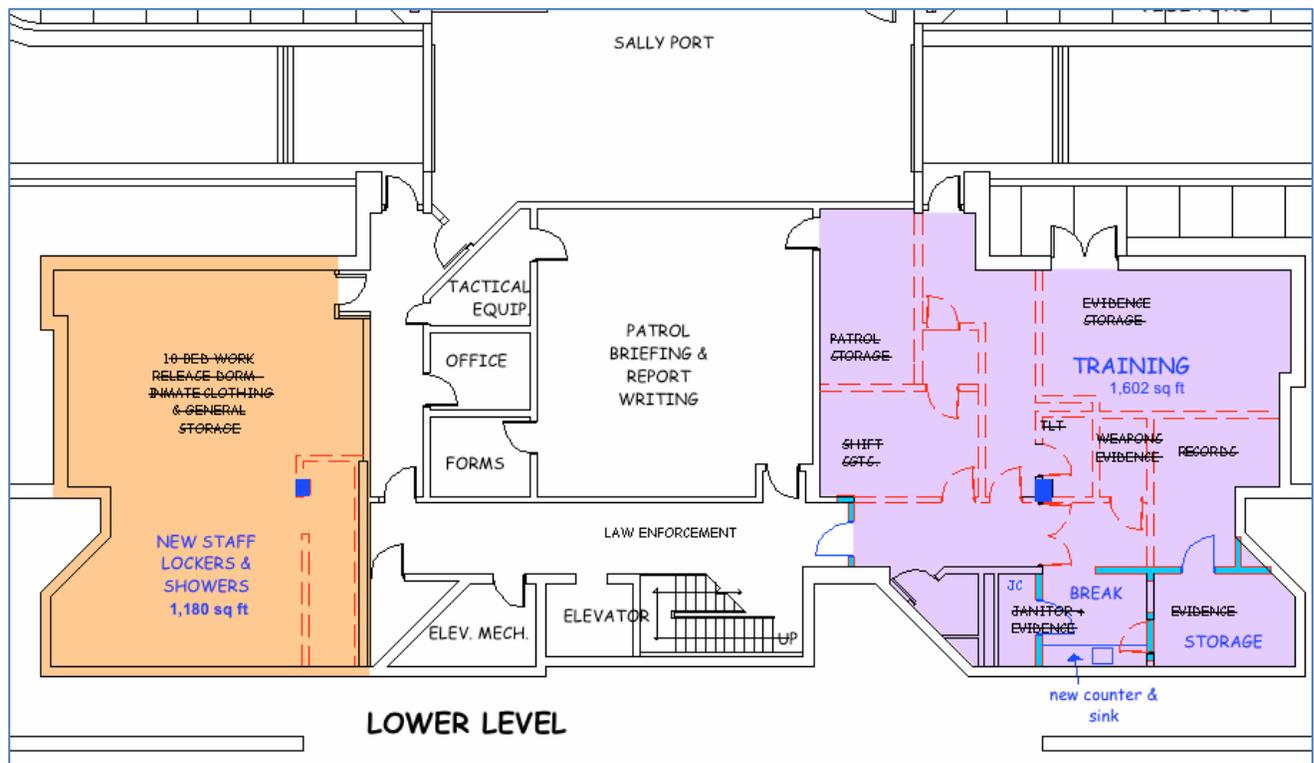
Lower Level Renovations

The illustration below shows the proposed changes to the **southern part of the lower level** just to the south of the existing vehicle sally port. This area has primarily been dedicated to law enforcement already except for the abandoned work release dorm on the west side.

It is proposed that the work release dormitory be developed as new male and female staff locker and shower areas. This area is about 65% larger than the existing locker areas on the upper level combined.

On the east side of the area it is proposed that new training space be created to include a classroom, storage and a small break area.

It is also anticipated in this renovation project that the vehicle sally port, which was once the operational territory of the jail, will be used by law enforcement staff in the future.



The next illustration shows how **the north side of the lower level** should be renovated to meet law enforcement needs. The main thrust of these renovations is to provide the consolidated **evidence storage** area that the Sheriff's Office has long been in need of, and to add separate secure **found and confiscated property** space. It is also to add **physical training space** and staff training offices.

The critical evidence area is purposely located adjacent to the vehicle sally port so that officers can bring their evidence to the facility securely and protected from the weather. It also allows for the easy and safe delivery of bulk evidence items. The found and confiscated property area is located near the evidence area since it is anticipated that the staff managing evidence will also manage found and confiscated property. The found and confiscated property area location benefits from a direct outside access near a four-car parking area just outside of the vehicle sally port.



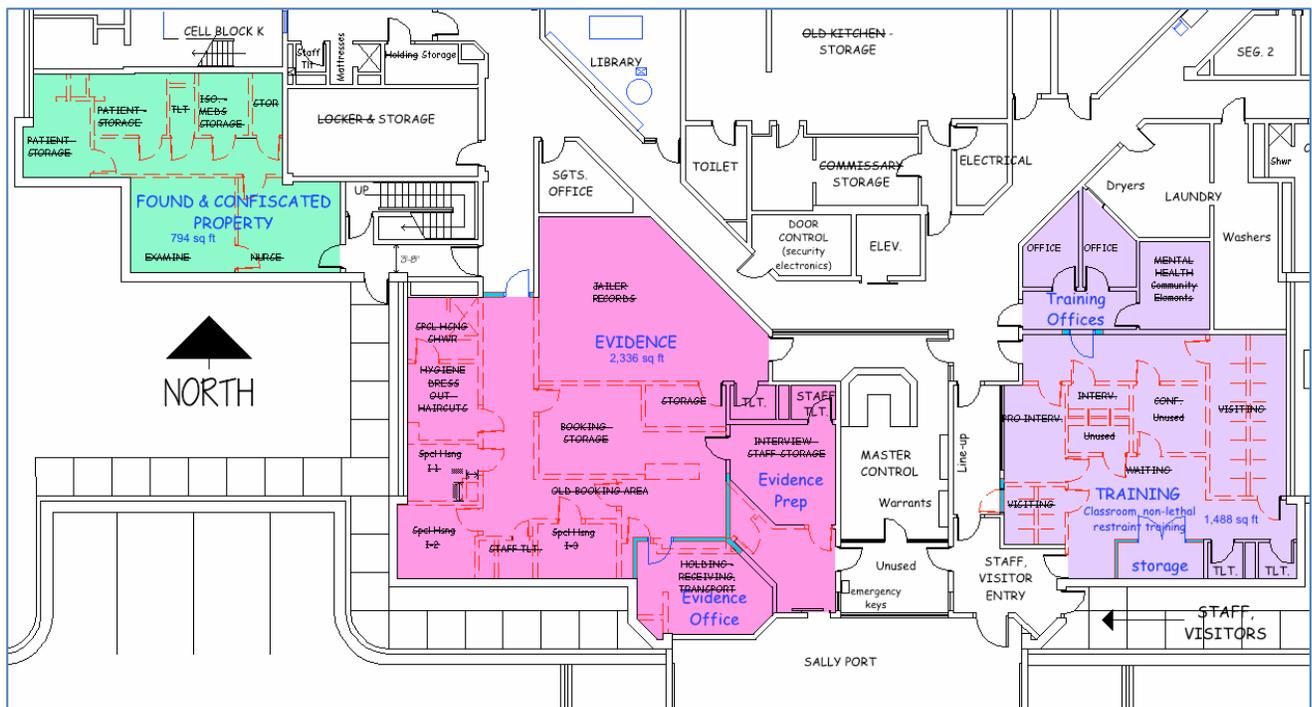
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It is proposed that the old visiting area just east of master control be renovated to accommodate **physical training** and storage and to take advantage of the existing toilets that are there. This location is also near the staff entry point making off-hour access easy to accomplish. It is proposed that the existing offices now occupied by the community mental health program be converted to training office space.

A point has been made in this concept to keep the outside access and the corridor access past master control back to the housing pods open and available to others who might use the space.

One **awkward characteristic** of this proposal in that regard is that the existing **elevator** needed to connect law-enforcement staff between the upper and lower levels opens onto a corridor that might someday be used by other parties occupying the old housing pods, indoor exercise area, kitchen and so forth at the center core of the facility.



Parking

There is no ability to add parking to the site. However, by removing the jail from the site there is no need for jail staff parking. Nonetheless, when and if another user is found for the vacated parts of the jail that remain parking may become a problem again.



2-F. FUTURE JAIL STAFFING NEEDS ESTIMATE

The future estimated staff need for the proposed jail renovation and addition concept shown in both Master Plan Options 1 and 2 appears in **Staff Post Locator #3**. This staffing level is believed to be adequate for insuring safety, security, standards-compliance, and needed service delivery within the jail. Significantly, this includes a **greater degree** of programmatic activity than is presently available such as assuring regular exercise activities that are supervised directly by staff.

When reviewing Staff Post Locator #3 the reader may want to refer back to **Staff Post Locators #1 and #2** in Part 1 of this report.

In the future, the Downtown Jail will be closed and all staff there will be available for re-assignment to the expanded Satellite Jail. The staff saved downtown will be needed to fill new slots in the three new housing pods, C, D and E. It is anticipated that each of these pods will have 24/7/365 staffing to insure inmate safety and security, as well as to insure adequate service delivery. Given the high densities of Pods C (Special Needs, 68 beds) and D (Female-Male Flex, 64 beds) one additional housing support rover will be needed 24/7/365 to assist those two Pod officers. The rover will help with miscellaneous tasks such as cell checks, food and laundry distribution, medications distribution, and movement to activities and services. The support rover will also be available to help quickly respond to any difficulties which arise in the Pods (fights, disputes, vandalism, suicide attempts, etc.).

In the future, the visitation clerk staff and the sergeants already added in Staff Post Locator #2 to attain adequate staffing at existing facilities will remain as part of the core staff contingent at the future consolidated jail. The consolidation of the 10 sergeants at one facility will allow better supervision of increased staff and service activities and allow for a natural division between two sets of responsibilities: housing, services and programs for one sergeant post, and booking, release and court transport for the other.

On the following page is Staff Post Locator #3. It proposes a total FTE of **79.8** for the future consolidated jail facility. This is **7.7 FTE less** than is currently needed (87.5) at existing facilities. The 87.5 figure is documented and explained in Part 1 of this report. While the future projected staffing need is less than the increased staffing needed today, the future staffing is 3.9 FTE (5%) greater than the current FTE (which includes the overtime allocation of 3.5 FTE).

It is also important to note when comparing staffing levels that the future consolidated jail offers **more bed and population capabilities** than do current facilities under the new inmate classification system. As opposed to the classification-based 236-bed facility system established earlier for existing facilities, Options 1 & 2 both result in a **307-bed** future capability. Allowing for peak days and months it is anticipated that the new facilities are adequate for an average annual daily population of about **255** before functional overcrowding begins to become an issue. That is **13% greater** than the 225 average daily populations of recent years (2010 through Sept 7, 2014). So, the staffing proposed for future facilities is not only lower in actual numbers compared to current needs but will manage more beds and inmates while also accommodating an increased level of programming and exercise. Thus, the future consolidated jail is another important factor more staff-efficient than the existing jails.



Staff Position Locator #3

FUTURE

Jurisdiction: **CHAMPAIGN CO, IL**

FUTURE CONSOLIDATED JAIL
307 Classification-based beds

Date: **December 2014**

12p-8a 8a-4p 4p-12a

Ref. #	Staff Post/Position	Shift			Total Posts	Relief Factor	TOTAL STAFF
		1st	2nd	3rd			
SATELLITE JAIL (307 beds):							
	Captain		1.0		1.0	1.00	1.0
	Lieutenants		3.0		3.0	1.00	3.0
	Sergeant (Housing/services/program)	1.0	1.0	1.0	3.0	1.67	5.0
	Sergeant (booking/court transport)	1.0	1.0	1.0	3.0	1.67	5.0
	Administrative Secretary		1.0		1.0	1.00	1.0
	Master Controller	1.0	1.0	1.0	3.0	1.77	5.3
	- Visitation Clerk		1.0	1.0	2.0	1.20	2.4
	Booking Officer	2.0	2.0	2.0	6.0	1.77	10.6
	A Pod Officer (63 male beds)	1.0	1.0	1.0	3.0	1.77	5.3
	B Pod Officer (80 male beds)	1.0	1.0	1.0	3.0	1.77	5.3
	A & B Pods Rover (143 beds)	1.0	1.0	1.0	3.0	1.77	5.3
	Court Booking Officer		1.0		1.0	1.77	1.8
	Rover (movement, searches, programs)		1.0	1.0	2.0	1.77	3.5
	Program Coordinator (Less than 7/24 Posts)		1.0		1.0	1.00	1.0
	Court Transport Officer (M-F)		3.0		3.0	1.20	3.6
	Medical/Mental Health		0.2		0.2	1.00	0.2
	IDOC Officer	0.2	0.8		1.0	1.00	1.0
	Transport (Food & between jails)	--	--	--		1.77	
	C Pod Officers (68 M/F Special Needs)	1.0	1.0	1.0	3.0	1.77	5.3
	D Pod Officer (64 Female-Male Flex)	1.0	1.0	1.0	3.0	1.77	5.3
	Pod C/D Rover		1.0	1.0	2.0	1.77	3.5
	E Pod Officer (32 Pre-Class/0-72 hr)	1.0	1.0	1.0	3.0	1.77	5.3
DOWNTOWN JAIL (0 beds):							
	Sergeant	--	--	--			
	Master Controller	--	--	--			
	- Visitation Clerk	--	--	--			
	West Officer	--	--	--			
	East Officer	--	--	--			
	East/West Officer	--	--	--			
	ROVER	--	--	--			
	FTE VALUE OF EXCESSIVE OVERTIME	--	--	--	--	--	--
Totals =		11.2	25.0	14.0	50.2		79.8

STAFFING COSTS AND COMPARISONS

The value of staff savings mounts over time. Saving one 24/7/365 post saves 5.3 full-time equivalent staff (FTE) based upon the shift relief factor (SRF) calculation documented earlier. At 2.5% inflation per year and a current starting level cost of \$53,388 per year per correctional officer for salary and fringes, saving 7.7 FTE in correctional officer staff as projected would save county taxpayers a total of **\$10,500,000** (rounded) over 20 years compared to adequately staffed existing jails. It would save an estimated \$410,000 (rounded) in the first year in current dollars.



From a staff-to-inmate ratio standpoint, the future staffing is even more efficient than the cost savings imply. Besides being less costly the future staffing projection attains an average daily population-to-staff ratio of **3.2:1** (255/79.8), whereas the existing jails at adequate staffing levels only attains a **2.6:1** (225/87.5) ratio. The existing two jails, therefore, could be considered **20% less staff efficient** while also being less safe and more difficult to supervise than the consolidated Satellite Jail.

In terms of current day staffing, albeit inadequate in the consultant's opinion, the proposed future staffing will be **3.9 FTE greater** than today's staffing level equivalent (see Staff Post Locator #1 in Part 1). Therefore, an actual **increase** in staffing costs is implied for the year when the new facilities are completed and open. If new facilities are open by 2018, that would imply a first year increase in salaries and fringes of roughly **\$210,000** in today's dollars then assuming no increases in staff, as recommended (Staff Position Locator #2), are made before 2018.

QUALITATIVE STAFF-RELATED BENEFITS OF CONSOLIDATION

In addition to the staff savings forecast through consolidation, below are some of the qualitative staff-related benefits that increase the desirability of the consolidated facility. They are not readily measurable in dollars.

- **More flexibility** in the use and allocation of staff including the ability to respond to peak activities during a shift, such as booking, transports, etc.
- **Flexibility** in officer utilization that provides more consistency and efficiency in performing critical security functions such as cell, housing and facility searches, cell extractions, inmate resistance containment, combative inmate response, and enhanced responsiveness to "officer down" situations.
- The consolidation of all **special needs inmates** in one location allowing for a more efficient and coordinated delivery of services.
- More efficient **contract nursing and mental health** staff by delivering inmate healthcare services at a single location.
- Consolidation and delivery of inmate **services and programs**. This allows better scheduling and coordination for volunteers and improved supervision of activities.
- Greater simplicity for the **public and service providers** in knowing with certainty where they need to go to have desired contact with inmates. This is also less wasteful of staff time since Sheriff's staff would no longer have to give directions to confused individuals.
- **Elimination of inmate transports** between the two facilities. This enhances safety and security as the potential for escapes or attempted escapes during transports is significantly reduced.
- Replacement housing will be **more staffing efficient** than existing Downtown Jail housing. It will also be safer and more responsive to the **inmate classification system**.
- **Better administration**, management and oversight at one location with the potential for reducing overtime costs.
- **Supervisory staff on all shifts** since sergeants at the Downtown jail are not available on all shifts now. (In addition, there appears to be justification for two sergeants 24/7 at the Satellite facility with one over inmate booking, release, courts and transportation. A second Sergeant would oversee Inmate Housing and inmate programs. Utilizing the Sergeants in this way at one facility would be more productive than the current two-facility situation.)
- Greater **accountability**.
- Reduce and simplify the management and coordination of **facility maintenance and repairs**. The constant "hassles" and distractions generated by the antiquated Downtown Jail physical plant would be eliminated.
- **Simplification** of staff training by having one facility and one security system to learn and operate.
- Law enforcement staff, if also on the same site, could provide critical **back-up** in emergencies to *all* jail staff and inmates, not just downtown staff and inmates.



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ARCHITECTURE • CONSTRUCTION MANAGEMENT • INTERIORS

FINAL COMMENT ON STAFFING

The Champaign County Division of Corrections is a well-managed organization with highly trained and professional staff at the management and line levels. The archaic and obsolete design of the Downtown Jail and the lack of dedicated housing for mental health, suicidal and “Iso” inmates at either facility present significant management challenges for the Division. It is clear that the Division has not ignored these issues and has implemented policies & procedures that provide for the maximum protection and supervision of these inmates in the face of significant facility limitations.

Staffing at existing facilities should increase as long as they are open but the facilities should give way to safer, more secure consolidated facilities that will provide more service to more inmates while being fundamentally more staff-efficient. In other words, a consolidated jail will be better able to insure that “the right number of staff are in the right place at the right time doing the right things”.



2-G. QUALITATIVE PROS AND CONS OF THE OPTIONS

The following are the **qualitative** pros and cons of the two options. These are separate from construction and project cost considerations, which will be dealt with later in the report.

OPTION 1 PROS & CONS

OPTION 1: Jail renovation and addition at the Satellite site with renovated law enforcement facilities downtown within the existing facility.

Pros:

1. Provides good, effective long-term solutions for the Jail.
2. Solves critical Special Needs and Female inmate housing problems.
3. Addresses major non-housing jail support space problems and needs (programs, healthcare, visiting, indoor exercise, laundry, administration, public accommodation, storage, etc.).
4. Resolves existing shortcomings at both jails with respect to housing surveillance, and basic inmate and staff safety.
5. Successfully changes the character of the intake-release experience in a manner more consistent with the principles of direct supervision and the jail's mission statement.
6. Allows for future jail bed capacity expansion, if necessary.
7. Results in a more staff-efficient jail operation per inmate managed.
8. Addresses critical, but not all, space problems with law enforcement space.
9. Sufficient land area to expand jail staff and public parking.

Cons:

1. Law enforcement operations must be moved to rental space for at least one year while major renovations occur; needed adjustments/renovations to the available rental space must occur before move-in and the space must overcome technology obstacles (emergency power, sophisticated communications).
2. Takes one year longer to complete than Option 2.
3. Law enforcement solution is based on adapting existing spaces to functions they were not intended to accommodate and leaving many existing spaces as is because of layout inflexibility; mediocre result.
4. Access to remaining vacated Downtown jail space that involves non-law-enforcement personnel causes cross-trafficking with staff elevator movement between upper and lower levels.
5. Sheriff and law enforcement remain separated from the jail thus diminishing the Sheriff's management capabilities and the cohesiveness of staff.
6. No room for additional staff or public parking for law enforcement.
7. Potentially waste available vacated jail space if an appropriate user cannot be found, and might require extensive and costly renovation of vacated jail space depending upon the potential user; cellblocks not highly adaptable to efficient alternative uses.



OPTION 2 PROS & CONS

OPTION 2: Jail renovation and addition, and a law enforcement addition at the Satellite site.

Pros:

1. Provides good, effective long-term solutions for the jail *and* law enforcement.
2. No need to move in to, rent, and move out of temporary law enforcement space.
3. Takes one year less to complete than Option1.
4. Solves critical Special Needs and Female inmate housing problems.
5. Addresses major non-housing jail support space problems and needs (programs, healthcare, visiting, indoor exercise, laundry, administration, public accommodation, storage, etc.).
6. Resolves existing shortcomings at both jails with respect to housing surveillance, and basic inmate and staff safety.
7. Successfully changes the character of the intake-release experience in a manner more consistent with the principles of direct supervision and the jail's mission statement.
8. Allows for future jail bed capacity expansion if necessary.
9. Results in a more staff-efficient jail operation per inmate managed.
10. Addresses all space and space relationship problems with law enforcement space.
11. Connects law enforcement to jail space thus facilitating easier and better management by Sheriff.
12. Presence of law enforcement staff on-site provides additional back-up in jail emergencies.
13. Shared staff locker, break room and training space for jail and law enforcement staff; assists with staff cohesiveness and camaraderie.
14. Allows for improvements and an expansion of kitchen capabilities at its current location.
15. Room for planned law enforcement space expansion, if needed.
16. Allows for the sale of the Downtown facility which may generate needed revenue.
17. Ample land area for public, jail staff and law enforcement staff parking expansion.
18. Ample land area to someday consolidate all law enforcement operations including vehicle storage.
19. Somewhat easier access for patrol vehicles getting to highways leading to county patrolled areas.

Cons:

1. Must find use for vacated jail & sheriff's facility or must find a buyer for the facility/land.
2. If no buyer or use is found must potentially bear the cost of maintaining the Downtown facility or bearing the cost of demolition to clear the way for other uses.
3. More travel for the public dealing with court and Sheriff's Office business on the same trip.



2-H. FACILITY EVALUATION –TECHNICAL ASSESSMENT (DOWNTOWN JAIL) - OPTION 1

CODE ANALYSIS

2009 International Building Code
2009 International Fire Code
Illinois Plumbing Code, 2014
International Mechanical Code, 2009
National Electrical Code (NFPA 70) -2005
Life Safety Code (NFPA 101) 2012 (Applies to Existing Buildings)
Standard for Emergency and Standby Power Systems (NFPA 110)
Illinois Energy Conservation Code (IECC 2012)
2010 Americans With Disabilities Act
Illinois Accessibility Code

If the downtown facility is vacated as a jail, the spaces left unused could be converted to storage. A code analysis for the facility shows that this downtown location could be used as the sheriff's office and supplemental storage. The following are the basic findings of this preliminary code review of this scenario:

- The use groups of the building would be business and moderate hazard storage (B and S1 use groups). These groups would be considered non-separated by code since there are not fire ratings separating the functions.
- The building would need to be protected with an automatic sprinkler system.
- The allowable area of the building for the new use groups with the new automatic sprinklers meets code.
- Mezzanines
 - The areas of the existing raised cell areas qualify them to still be classified as mezzanines.
 - An approved voice/alarm communication system would need to be installed.
 - There remains a grey area regarding accessibility of these mezzanines. There are many codes that cover accessibility in government owned and run facilities. Below are discussions of the two that are guiding my interpretations:
 - 2010 Americans with Disabilities Act: This is a federally adopted code. They have published interpretations about their guidelines which state,

Q: Do we have to retrofit every existing municipal building in order to meet the accessibility requirements of the ADA?

A: No. Title II of the ADA requires that a public entity make its programs accessible to people with disabilities, not necessarily each facility or part of a facility. Program accessibility may be achieved by a number of methods. While in many situations providing access to facilities through structural methods, such as alteration of existing facilities and acquisition or construction of additional facilities, may be the most efficient method of providing program accessibility, the public entity may pursue alternatives to structural changes in order to achieve program accessibility. For example, where the second-floor office of a public welfare agency may be entered only by climbing a flight of stairs, an individual with a mobility impairment seeking information about welfare benefits can be served in an accessible ground floor location or in another accessible building. Similarly, a town may move a public hearing from an inaccessible building to a building that is readily accessible. When choosing among available methods of providing program accessibility, a public entity must give priority to those methods that offer services, programs, and activities in the most integrated setting appropriate.

(source: <http://www.ada.gov/pubs/t2qa.txt>)



- Illinois Accessibility Code 1997: This is the code adopted by the state. This code has given no exemptions for providing an elevator to publically owned public buildings (government buildings). I have been to a seminar where the District Attorney explained that if you are working on a government facility in Illinois, you have to provide an elevator to all the levels.

Since we are changing the use of the building, we have to consider how these codes apply to the new use. Our conservative estimate would be that these upper levels need to be accessible. If this scenario of renovating the Downtown facility is pursued, it would be valuable to obtain an interpretation for this specific project from the authority having jurisdiction, Doug Gamble.

- The existing facility appears to have adequate egress points for the storage and business uses. That being said, it would be our recommendation to alter the second floor rear stair that would not only make this a more obvious exit point, but would also make the stair accessible including an area of rescue assistance.

DOWNTOWN FACILITY – OPTION 1

GENERAL

As directed by the Champaign County Board on October 23, 2014, the future use of the downtown facility will no longer be evaluated as a potential site for prisoner detention (beyond the three year period required for construction of new detention space at the Satellite facility). Under what is termed Option 1, after that initial three year period the downtown Urbana facility should then be evaluated for the possibility of housing a renovated law enforcement facility (County Sheriff's offices) as well as housing storage space for other governmental units of Champaign County in the remainder of the interior. The remodeling of the Sherriff's offices, particularly the mechanical work, will require that the Sherriff's offices relocate to temporary rental space during the period of that remodeling work. The deletion of prisoner detention spaces, and the substitution instead of storage spaces after three years, alters the recommendations of the designers for repairs and alterations to this thirty–four year old facility. While most of the changes in recommendations will affect interior work, there are some exterior or site elements (all previously described and discussed in full, earlier within this report) which will also be affected. The following listing presents a thumbnail review of the anticipated architectural and mechanical repairs, alterations or Owner requirements involving the downtown Urbana facility, which are included in the Opinion of Probable Cost as part of Option 1:

Downtown-Option 1

- Envelope Repairs
 - Roof Replacement
 - Facade Repairs
 - Expansion joints
 - Tuckpointing
 - Windows & lintels
 - Site wall & walk repairs
 - Paving repairs
- Sherriff/ Law Enforcement area renovations
 - Wall demo
 - Ceiling demo/ new
 - Flooring demo/ new



- Casework demo/ new (allowance included)
- Paint
- Mechanical Demo/ new
- Plumbing Demo/ new
- Sprinkler
- Storage area renovations
 - Ceiling demo
 - Cell door demo
 - Cell furniture demo
 - Paint
 - Mechanical demo/ new
 - Plumbing fixture demo
 - Sprinkler
- Rental (Sherriff/ Law Enforcement temp relocation)
 - Allowance for upgrade
 - Backup generator
 - Network
 - Connection to fiber ring

The remainder of this section's text highlights the architectural items included in the above listing. An expected 20 year occupancy outlook has been assumed as a guide for determining these recommendations.

EXTERIOR ELEMENTS

- The invasion of Boston Ivy/Virginia Creeper on the existing masonry walls should be controlled to avoid further damage to the masonry joints by the plant tendrils. Overgrown, mature, landscaping elements should either be severely pruned (in hopes of rejuvenation) or removed and replaced with smaller shrubs to increase air circulation around (and drying of) the lower portions of the masonry walls.
- The efflorescence (white residue on brick walls), spalled brick faces, loosened caps, and crazing of the brick units which is apparent on most of the low walls around the facility are a result of the lack of maintenance to the stone caps, especially the joints between the pieces of the caps. Unless maintained regularly with sealant/grout removal and replacement, these "head joints" admit water that freezes and expands, and causes the damages being experienced. In many cases these head joints cannot merely be properly sealed at this point, sections of the masonry walls will require removal and replacement. Exterior exercise yard's walls are in poor condition. When the facility no longer houses detainees, these walls may either be repaired or demolished, depending on the Board's decision. For purposed of this report, costs for repairing them have been included in the cost opinion.
- The building lacks sufficient vertical masonry joints to help relieve differential movement of the cavity wall's masonry wythes (CMU or poured concrete on the interior side and brick on the exterior). New joints should be cut in the brick veneer approximately 16 inches from each corner and filled with backer rod and sealant to allow movement. The brickwork in these corner sections should be removed and rebuilt to remedy the cracking already experienced.
- The building does have horizontal movement joints located at two levels (between first and second floors and between second floor roof level and the roof parapet). Many of these joints have had the sealant replaced but all joints will need it again within the 20 year outlook.



- At one corner near the west driveway entrance to the sally port, the bottom of wall flashing and weeps are buried beneath the landscaping by more than 10 inches and the surrounding paving and landscaping elevations should be lowered to properly expose them so the wall cavity can drain.
- The brick mortar itself is in surprisingly good condition on most of the wall surfaces, but given a 20 year outlook, a general repointing of the facility should be included as a recommended item in the costs.
- At the second floor's roof level, 50 SF of the parapet surrounding the roof has been displaced outward probably by freeze/thaw action and should be removed and rebuilt and another 75 SF of severely popped mortar should be repointed immediately.
- A total roof replacement with a heavier membrane is recommended immediately to address current leaks. Included are the costs for an immediate roof replacement and a membrane replacement in 20 years, since at that point the roof would again need attention. It would be our recommendation that all future roof replacements make use of either metal coping or EPDM membrane "up-and-over" installation to completely seal the top of the parapet and eliminate the need for sealant replacements on the termination bars and parapet cap head joints. The rooftop mechanical equipment currently housed on the roof is raised to appropriate heights on existing curbs so the roof replacements will allow the installation of additional amounts of insulation board to meet current Illinois Energy Conservation Code requirements without the extension of most of the rooftop curbs. Neither lightning protection nor a secondary means of evacuating water from the rooftop were noted, and both should be considered as required additions during upcoming roof replacements.
- The exterior glazing systems employed at the facility include both security-type glazing in the cell blocks (now covered with metal plates with ¼" diameter holes drilled into the plates to admit a small amount of daylight) as well as more traditional storefront glazing systems for the windows and vestibules of the Sheriff's offices. Given that prisoner detention at this facility will span only three years, the cell windows can remain in what will eventually become storage space. The existing storefront glazed vestibules and windows in the Sheriff's offices will need to be disassembled, new gaskets installed, and reassembled to maintain water and air infiltration at acceptable levels. Lintels over the smaller, recessed cell windows should be scraped and painted.
- Cal-Wall type glazing utilized to bring light into the upper walls of the day rooms, is weathered to the level of the fibers over approximately 75% of the total surface area, costs for Call-Wall replacement glazing have been included in the cost opinion.
- The joints between the sections of the cast stone sills below the windows should be ground out and resealed.
- The longer steel lintels supporting the brick parapets exhibit significant scaling due to their more exposed positions and will probably need replacement (including rebuilding the brickwork above them).
- A number of the personnel doors and overhead doors will require replacement. At least a third of the personnel doors stick and must be shouldered open. The overhead doors of the sally port, have been patched and repaired but at this point should be replaced.

SITE CONSIDERATIONS

As has already been noted, much of the landscaping is at a mature stage and requires rejuvenation (if possible, by pruning) or removal and replacement.

- Site signage is inadequate or obscured by overgrown plantings and several repairs or renovations to the



hardscape surrounding the facility are required.

- Some very limited sidewalk replacement, to eliminate tripping hazards, should be undertaken and costs have been included.
- Blacktopped drives and parking areas should be recoated with sealer immediately.
- Eight handrail concrete piers are crumbling, making the rails themselves wobble. These should be recast.
- At the west driveway entrance to the sally port, the concrete trench drain requires replacement. The pit has subsided and the concrete is crumbling and the metal grating is scaling.
- Confirmation that there is a truly accessible route into the Sheriff's offices should be undertaken. The south entrance doors do not appear to have a level 5'x5' pad in front of either door.

INTERIOR ELEMENTS

Interior finishes within this facility have for the most part reached the end of their useful lives and require replacement or recoating; only the terrazzo and sealed concrete flooring appear acceptable given this option's 20 year outlook.

- A number of inmate showers within the jail portion require repairs to the shower base, walls and overhead ceilings. These showers should be repaired to allow their continued use for the required three year construction period.
- A painting schedule should be established that ensures that the Sheriff's Office receives required minor patching and painting every 20 years. In addition, following upon conversion of the prisoner detention areas to storage space, the storage space's wall and ceilings should be painted once. Costs for this have been included.
- As part of the mechanical work required within the facility, existing ceilings will need to be removed throughout the facility. New ceilings will be required only in the renovated Sheriff's office portion of the facility (including the replacement of existing metal slat system (lobby), suspended acoustical tile systems (ACT) mounted on gypsum board, and regular acoustic suspended tile systems (SAT). Within the newly created storage areas (former inmate areas), no new ceilings will be provided and the exposed concrete ceilings painted.
- As part of the conversion of detention space to storage space, the cell doors will be removed. Doors leading into each pod will be retained to allow access control at the entrance to each pod. Within the cells and pods themselves, inmate furniture items such as stools, tables, mattress rails, and other items will be removed.
- All carpeting finishes within the Sheriff's facility should be replaced. These include both broadloom and carpet tile installations. VCT flooring installation within the toilet rooms have loosened around fixtures and the material itself shrunk over the years, costs for replacing these floors should be included.
- Twenty- five percent (25%) of the interior hollow metal doors and door frames in the Sheriff's offices will require repainting immediately due to wear. The limited number of wood doors will require refinishing.
- Most cabinets and counters are either damaged (damage to doors and counter surfaces; drawers that stick, etc.) or are only lightly used for storage at this point. These will be removed and an allowance included in the cost opinion for replacement where needed.
- Half of the toilet partitions in the Sheriff's offices are in need of or will need replacement.
- Room signage (with braille text) at corridor room doors is recommended in the Sheriff's offices.



- New larger, fully accessible, public toilet stalls will be required within one of the restrooms within the Sheriff's portion of the facility.

TEMPORARY RELOCATION COSTS

During the remodeling of the Sherriff's offices the staff will be relocated to temporary rental space. The range of costs for this rental space have been estimated based upon current information provided by local realtors for different grades of rental space, along with the allowances for required tenant upgrades to that space that will require additional monies and rental time to effect. These additional costs beyond the basic rental rates for approximately 16,000 SF of space have been included in the cost opinion.

MEP

DOWNTOWN FACILITY – 3 YEAR MAINTENANCE REPAIRS

Fire Protection

1. Existing partially sprinklered building to remain.

Plumbing

1. Domestic hot water system repairs.
 - a. Replace check valve on cold water feed to water heaters. Existing valve periodically sticks open.
 - b. Install new strainer upstream of check valve to help prevent fouling of valve.
 - c. Retain existing domestic hot water recirc pump and repair pipe leaks as they develop.

Electrical

1. Overhaul existing generator. Include rental unit while overhaul is in progress.

DOWNTOWN FACILITY – 1 YEAR RENTAL (L.E. TEMP RELOCATION)

HVAC

1. In addition to the normal HVAC systems for the temporary Sheriff Office, a separate HVAC system will be provided to ventilate the Evidence Storage Rooms. The system will be constant volume with DX cooling using a digital scroll compressor and electric reheat coils to maintain a "constant" relative humidity in the Evidence Storage Room.

Electrical

1. New 175 KW generator, 600 amp automatic transfer switch and 100 feet of 600 amp feeder.
2. Allow for connectivity to local government fiber optic ring.
3. Allow for Owner's cost to provide data network and phone system in temporary facility. This will be costly due to the need to bring new systems on line while the old systems remain in operation.



DOWNTOWN FACILITY – LAW ENFORCEMENT AREA RENOVATIONS

Fire Protection

1. Provide and install new hydraulically calculated automatic sprinkler system to provide sprinkler coverage of entire facility per NFPA-13.
 - a. Provide and install new fire protection water service from City water main, which includes detector check vault per Illinois American Water Regulations.

Plumbing

1. Found and Confiscated Area
 - a. Remove plumbing fixtures in their entirety, including trim, carriers, DWV pipe and water supplies in the following areas:
 - i. Patient Rooms – Three security fixtures.
 - ii. Exam Room – Sink and lavatory.
 - iii. Nurse Area – Lavatory.
 - b. Remove DWV piping and domestic water piping back to active mains and cap.
 - i. Abandon waste piping below floor and cap at nearest active main.
2. Evidence
 - a. Remove plumbing fixtures in their entirety, including trim, carriers, DWV pipe and water supplies in the following areas:
 - i. Holding Rooms – Three security fixtures with four floor drains.
 - ii. Men's Shower – One security fixture and one shower.
 - iii. Staff Toilet – Water closet and lavatory.
 - b. Remove DWV piping and domestic water piping back to active mains and cap.
 - i. Abandon waste piping below floor and cap at nearest active main.
 - c. Replace water closets and lavatories with new water efficient fixtures. Water closet shall be 1.6 gallon per flush and lavatory shall have 0.5 gpm faucet. Fixtures shall be ADA compliant. Remove and replace plumbing fixtures in the following locations:
 - i. Jailer Records Toilet Room.
 - ii. Interview / Staff / Storage – Staff Toilet Room.
3. Training (North)
 - a. Replace water closets and lavatories with new water efficient fixtures. Water closet shall be 1.6 gallon per flush and lavatory shall have 0.5 gpm faucet. Fixtures shall be ADA compliant. Remove and replace plumbing fixtures in the following locations:
 - i. Visiting – Men and Women Toilet Rooms.
4. Training (South)
 - a. Remove plumbing fixtures in their entirety, including trim, carriers, DWV pipe and water supplies in the following areas:
 - i. Toilet Room across from Shift Sergeant Office.
 - b. Remove DWV piping and domestic water piping back to active mains and cap.
 - i. Abandon waste piping below floor and cap at nearest active main.



- c. Provide new plumbing fixture, DWV piping and water supplies for the following:
 - i. New stainless steel sink and faucet for new break room.
 - 5. New Staff Lockers and Showers
 - a. New 1.6 gpf water closets.
 - b. New wall hung lavatories with 0.5 gpm faucets.
 - c. New 1.0 gpf wall hung urinals.
 - d. New 2.5 gpm showers with pressure balance valve.
 - e. Extend existing DWV piping and domestic water supplies as required.
 - 6. Records
 - a. Remove plumbing fixtures in their entirety, including trim, carriers, DWV pipe and water supplies in the following areas:
 - i. Men's Locker Room – Two water closets, three urinals, two showers, two lavs and four floor drains.
 - ii. Women's Locker Room – Three water closets, two lavs, two shower and two floor drains.
 - 7. Replace Existing Public / Staff Plumbing Fixtures
 - a. Replace water closets and lavatories with new water efficient fixtures. Water closet shall be 1.6 gallon per flush and lavatory shall have 0.5 gpm faucet. Fixtures shall be ADA compliant. Remove and replace plumbing fixtures in the following locations:
 - i. Storage (old Kitchen) – Toilet Room with one water closet and two lavs.
 - ii. Upper Level
 - 1. Women's Public Toilet Room – Two water closets and two lavs.
 - 2. Men's Public Toilet Room – Two water closets, two urinals and two lavs.
 - 3. Sheriff Office Toilet Room – One water closet and one lav.
 - 4. Women's Toilet Room (South) – Two water closets and one lav.
 - 5. Men's Toilet Room (South) – One water closet, one urinal, one lav.
 - 8. Roof
 - a. Replace roof drains with new 3" roof drains and reinsulate roof drain bodies.
 - b. Provide and install new 3" overflow roof drains. Route drains as high as possible to discharge through bronze downspout nozzle. Overflow drains will be insulated.
 - 9. Water Heaters
 - a. Remove existing water heaters (two) and storage tanks (four) and replace with new gas-fired storage tank water heater sized for renovated facility usage.
 - b. Calculate domestic hot water return requirements based on renovated facility and provide new hot water return recirc pump.
 - c. Calculate hot water supply demand base on renovated facility usage and provide new master thermostatic mixing valve.

HVAC

- 1. The existing HVAC system for the Sheriff's Office consists of shut off VAV boxes which provide no ventilation to the space it serves when the box is satisfied. This system provides no heat to the perimeter rooms. A heating only fan coil system was installed to heat the rooms via a small duct and linear diffuser. The perimeter heating system has aged and isn't as effective as it used to be.



2. The cooling only VAV boxes and associated duct system are marginal now also.
3. The existing air handlers are at the end of their equipment life.
4. Various rooms used for Evidence Storage are inadequately ventilated.
5. The existing cabinet unit heaters at the entrances are near the end of the economic life but could be refurbished and reused.
6. The air system described above should be replaced with a new system. The two air handlers would be replaced with one unit. The ducts system would be replaced with a new one which will have VAV boxes with reheat coils to provide heating. The existing hot water piping will have to be modified for the new VAV boxes.
7. The Evidence Storage area will have its own air handler that will have a high volume of outside air to flush to storage rooms. The exhaust air from those storage rooms will use an energy recovery wheel to temper the outside air.
8. An issue is adequate Mechanical Room area. The existing Mechanical Room wasn't large enough in 1978 and will need to be increased for the new air handler.
9. The existing boilers are inefficient and are showing the effects of their age. They will be removed. They will be replaced with three high efficiency condensing boilers. The existing boiler flue will be replaced with PVC intake and exhaust up to the roof. The boilers will have their own boiler pumps. The system pumps will be replaced.
10. The chiller installed in 2008 will remain. The 1978 chiller will be removed. Another 150 ton chiller will be installed along with new air cooled condenser. Each chiller will have a chiller pump. There will be two system pumps. The existing chilled water piping will be modified to accommodate the new air handlers.
11. Existing pneumatic controls will be replaced with the digital controls to obtain energy savings.

Electrical

1. New 350 KW diesel generator, 600 amp ATS, 600 amp emergency distribution panel (sized to provide current load plus 50% for future).
2. New electrical panels.
3. New addressable fire alarm panel and devices.
4. Demolition of existing electrical in remodeled areas.
5. New lighting, receptacles, telecom and fire alarm in Record Area.
6. New lighting, receptacles, telecom and fire alarm in Expanded Invest Suite.
7. New lighting, receptacles, telecom and fire alarm in Found and Confiscated Property Area.
8. New lighting, receptacles, telecom and fire alarm in Evidence Area.
9. New lighting, receptacles, telecom and fire alarm in Training Areas.
10. New lighting and receptacles in Staff Lockers and Showers.

DOWNTOWN FACILITY – STORAGE AREA RENOVATIONS

Fire Protection

1. Provide and install new hydraulically calculated automatic sprinkler system to provide sprinkler coverage of storage area per NFPA-13.

Plumbing

1. Cell blocks – Remove security fixtures and cap DWV, cold and hot water supplies in chase.
 - a. Cap cold and hot water supplies to cell block fixtures back at active mains.



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ARCHITECTURE - CONSTRUCTION MANAGEMENT - INTERIORS

HVAC

1. The program calls for the cell blocks, indoor exercise and kitchen to be converted to unassigned area assumed to be used for storage. The existing HVAC systems for the cell blocks are multi zone type air handlers. The rec and kitchen areas have two single zone air handlers. None of the systems were designed for new function. The existing air handlers will be removed. Most of the existing ductwork will be removed.
2. New VAV air handlers will be provided for the west cell block, center area and each cell block.
3. Existing controls will be replaced with new digital type.
4. Existing chilled and hot water piping will be modified for new air handlers.

Electrical

1. New electrical panels.
2. New fire alarm devices.

2-I. FACILITY EVALUATION –TECHNICAL ASSESSMENT (SATELLITE JAIL) - OPTION 1

The code analysis for the satellite facility is unchanged from Part 1 of this report, but is copied below for your convenience.

BUILDING CODES

The existing occupancy is (and will continue to be): Institutional

CODE ANALYSIS

2009 International Building Code

2009 International Fire Code

Illinois Plumbing Code, 2014

International Mechanical Code, 2009

National Electrical Code (NFPA 70) -2005

Life Safety Code (NFPA 101) 2012 (Applies to Existing Buildings)

Standard for Emergency and Standby Power Systems (NFPA 110)

Illinois Energy Conservation Code (IECC 2012)

2010 Americans With Disabilities Act (Applies to Existing Buildings)

Illinois Accessibility Code (Applies to Existing Buildings)

Existing detention facilities must comply with Chapter 23 of the NFPA 101 Life Safety Code. Government owned facilities are required to comply retroactively with accessibility codes. These are the codes that the existing building needs to follow.

The other codes listed above apply to any new construction, including but not limited to suggested additions and alterations.

- **Design, construction and compartmentalization.**

The facility is a type 1A noncombustible construction with minimum fire ratings of 2 hours on the structural components. This classifies it as a type 1 (442) in the Life Safety Code.



The satellite jail is a Use Condition IV (Contained) condition. This is a reflection of the amount of free movement allowed as well as a result of having remotely operated locks.

The building is two stories in the detention areas. Two stories are permitted by the code for this building. The housing area is split into two smoke compartments. These compartments comply with the code in that they do not house more than 200 occupants in each area.

- **Provision for detection, alarm and extinguishment.**
The building is sprinklered throughout.
- **Fire prevention and planning, training and drilling programs for the isolation of fire and the transfer of occupants to areas of refuge, for evacuation of the building, or for protection of the occupants in place.**

There are three levels of egress to consider in a jail. The first is to an adjacent smoke compartment. The next is to a different level. The third is egress to the exterior.

- Adjacent Smoke Compartment
There must be 6 square feet of area per occupant needing refuge in a smoke compartment. The day area in each cell block can shelter its occupants plus those of the adjacent cell block. This seems sufficient for shifting of occupants to adjacent houses in case of an emergency.
- Next Level
Egress up to the public level of the building is not an option.
- Exterior
Per the Life Safety Code prisoners must be able to get 50 feet away from the building, allowing 16 square foot per person. Assuming that in an extreme emergency armed guards would escort prisoners into the unfenced field, this can be accomplished with the existing facility. It would be advisable to add a secured perimeter around the property for such a circumstance.

All travel distances appear to be in compliance with the Life Safety Code. Each story and each fire area are required to have two exits. All areas do have access to two exits.

No dead end corridors were noted in this facility.

SATELLITE FACILITY – OPTION 1

GENERAL

As directed by the Champaign County Board on October 23, 2014, the future use of the Satellite facility will be evaluated as a potential site for additional prisoner detention (following a three year period required for construction of this new detention space). Under what is termed Option 1, and beyond the work required by new additions of major remodeling of the interior spaces which is described elsewhere, there will be additional repairs or alterations to the Satellite, to (primarily) exterior items required by the previous years of use. The following listing presents a thumbnail review of the anticipated architectural and mechanical repairs, alterations or Owner requirements involving the Satellite facility, which are included



in the Opinion of Probable Cost as part of Option 1:

Satellite

- Pod A renovation
- Pod B renovation
- Admin/storage/garage renovation
- Building services
- East Addition
 - Buildings
 - Drives & parking
 - Site work & site utilities
- Roof replacement
- Exterior panel repairs (WJE scope)
- Existing site/paving improvements
- Existing interior renovations
- Kitchen mechanical repairs

The remainder of this section's text highlights the architectural items included in the above listing. An expected 20 year occupancy outlook has been assumed as a guide for determining these recommendations.

EXTERIOR ELEMENTS

- Included are the costs for the proposed crack routing, sealing and overall elastomeric coating recommended by Wiss, Janney, Elstner Associates, Inc. in their August 20, 2014 letter to the Champaign County Sheriff. The sealant between the concrete panels should be completely replaced per the recent Wiss, Janney, Elstner letter.
- Sealant replacement around the exterior glazing systems should be addressed at the same time.
- The facility interior is experiencing active leaks at several locations (six were identified during this visit) a total roof replacement is recommended immediately. Since a 20 useful life of EPDM membrane roofing systems is not uncommon in central Illinois, costs are included for an immediate roof replacement and another in 20 years, since at that point the roof would again need attention after that duration. The rooftop mechanical equipment and mechanical penthouses currently on the roof are raised to appropriate heights on existing curbs so the roof replacements will allow the installation of additional amounts of insulation board to meet current Illinois Energy Conservation Code requirements without the extension of most of the rooftop curbs. Lightning protection and scuppers providing a secondary means of evacuating water from the rooftop are already installed. Additional roof drains, to new interior drain lines, will be established as part of the reroofing work to address the fact that wall staining indicates that the overflow scuppers are frequently utilized.
- Lintels over the exterior doors and windows should be scraped and painted.
- One of the larger overhead doors of the sally port has been repaired frequently and at this point should be replaced given a 20 year outlook.



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SITE CONSIDERATIONS

- Many of the control joints between concrete sections of walks or paving are deteriorated allowing vegetation to grow in these areas. Joints should be ground out and filled with a high strength patching mix.
- Asphalt paving of drives and parking areas to the south and west of the building have numerous large cracks and many deteriorating areas including the majority of the paving edge. All asphalt surfaces should be re-coated and re-sealed.
- The concrete walk at the northwest entry has settled creating a tripping hazard. The existing walk should be mud-jacked back to its original position or the settled portion of walk broken up and re-poured. Walks on the east side of parking areas have also settled and should be removed and new concrete walks installed on compacted fill.
- The existing masonry screen walls around the outdoor seating at the northwest corner of the building are unstable, cracked and falling apart. It is our recommendation that these walls should be removed and a chain link fencing section with privacy slats installed be provided instead.
- Fasteners for the wall mounted brackets holding up perimeter razor wire appear to be completely rusted, staining the walls below. These corroded fasteners should be removed and replaced with stainless steel fasteners.

INTERIOR ELEMENTS

Interior finishes within this facility have for the most part reached the end of their useful lives and require replacement or recoating- sealed concrete flooring appears acceptable given a 20 year outlook (even though significant surface cracks were noted). These are an appearance item only - none of the facility occupants reported water leaks during times of heavy moisture.

- A painting schedule should be established that ensures the entire facility receive required minor patching and paint every 10 years. Costs for such a program have been included.
- All carpeting finishes within facility should be replaced. Replacing VCT flooring should be included in flooring replacement.
- Fifteen percent (15%) of the interior hollow metal doors and door frames of both portions of the facility require repainting immediately due to wear.
- Most cabinets and counters are either damaged (plastic laminate damage to doors and counters; drawers that stick) or are only lightly used for storage at this point.
- A number of inmate showers within the jail portion require repairs to the shower base, walls and galvanized overhead ceilings.

MEP

SATELLITE FACILITY – THREE YEAR REPAIRS

Plumbing

1. Find out why domestic water pressure fluctuates and address it. Cost is primarily professional time to engage IL-AWC Technical Staff as this problem is thought to be a system problem as opposed to a building problem.



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2. Analyze the domestic hot water system and address problems in the recirculation system. Cost is primarily professional time to find cross-connects with cold water.
3. Assuming the three-compartment sink in the kitchen remains in the same location in the future the drain problem should be fixed. Either cut in a bigger floor sink or direct-connect the sink (if a floor drain is close enough).
4. Continue to live with the aggravation of undersized plumbing chases.
5. Replace the security faucets with new ones that can't be jammed open to make hot water run non-stop. Install additional isolation valves as part of this effort.
6. Address the laundry drain issues to eliminate overflows when two washers operate.
7. Replace existing "self-closing" faucets on non-security lavatories with high quality faucets that don't need constant maintenance.

HVAC

1. The existing mechanical systems have had problems with not enough heat in sally port, plugged reheat coils, large energy consumption for the mechanical system, filtration issues, flue gas infiltrating the building, refrigeration compressor repairs and issue of inadequate kitchen ventilation.
2. To address the sally port issue, additional heating source will be added.
3. To improve air flow and to reduce energy consumption, the existing reheat coils will be replaced with VAV boxes with reheat coils. The existing motor starters for the air handlers will be replaced with Variable Frequency Drives so the air handler fan speeds can vary. The controls are addressed in Item 16.
4. To improve the air quality the Merv 8 filters will be replaced with Merv 11 filters.
5. To achieve better energy efficiency the existing pneumatic controls will be removed and digital controls will be added. New programs will vary the supply air cfm's and temperatures and reset the hot and chilled water temperatures.
6. To eliminate the cooling compressor and oil return issue to the air cooled condensing units, the air cooled condensing units will be replaced with chillers on the roof. The chilled water solution will have 30% glycol in it. New chilled water pumps and piping will be added.

Electrical

1. Replace existing fire alarm control panel.
2. Replace existing intercom and lock control system with new integrated PLC based system with intercom, door control, CCTV and provisions for receptacle control, phone control and house lighting control.

SATELLITE FACILITY – POD A RENOVATION

HVAC

1. The new control post will be a small exhaust fan for toilet and will be conditioned by a new VAV / reheat zone off the existing system. The hydronic water piping will be extended from the new Pods Mechanical Room. Controls will be DDC.
2. The remodeled classroom / programs and storage rooms HVAC system will remain as is.
3. The new indoor court will have a ground-source heat pump located in the corridor with hydronic piping from the new Pod Mechanical Room. Controls will be DDC. There will be a steel duct high on the west side of the room supplying air.



Electrical

1. New receptacles and telecom at new control post.
2. New lighting in indoor exercise area.

SATELLITE FACILITY – POD B RENOVATION

HVAC

1. The new control post will be a small exhaust fan for toilet will be conditioned by a new VAV / reheat zone off the existing system. The hydronic water piping will be extended from the new Pods Mechanical Room. Controls will be DDC.
2. The existing Infirmary and Cells will be removed. The exhaust system serving the cells will be modified to serve only the remaining toilets. The existing supply duct will be modified for the new classrooms.
3. Ducts to the Program Room will remain as is.
4. The new indoor court will have a ground-source heat pump located in the corridor with hydronic piping from the new Pod Mechanical Room. Controls will be DDC. There will be a steel duct high on the west side of the room supplying air.

Electrical

1. New receptacles and telecom at new control post.
2. New lighting in indoor exercise area.

SATELLITE FACILITY – ADMIN/STORAGE AND GARAGE RENOVATIONS

Fire Protection

1. Relocate sprinklers and modify branch lines as required for renovated space.

Plumbing

1. Remove plumbing fixtures in their entirety, including trim, carriers, DWV pipe and water supplies in the following areas:
 - a. Holding Rooms – Eleven security fixtures with nine floor drains.
 - b. Men's Shower – One security fixture and one shower.
 - c. Ten sinks.
2. Remove DWV piping and domestic water piping back to active mains and cap.
 - a. Abandon waste piping below floor and cap at nearest active main.
3. Provide new men's and women's toilet rooms. Water closets shall be 1.6 gallon per flush and lavatory shall have 0.5 gpm faucet.

HVAC

1. North Garage – Existing GUH remain with new DDC controls.
2. Lobby
 - a. The existing HVAC system is constant volume with hot water reheat coils and DX cooling.
 - b. Existing coils RH-2 and RH-3, ducts serving video court and existing roof exhaust fan will be removed.



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- c. New toilet exhaust fan for new toilets, new RH-2 and RH-3 with new controls.
- d. New wall heater for Vestibule 1001.
- e. New diffusers, grilles and branch duct will be installed.
3. Visitation 1D01 / 1D02 / 1C01 / 1C02 – Existing diffusers and grilles will be removed. New diffusers and grilles and branch ducts attached to existing main ducts will be installed.
4. Visitation 1C03 / 1C04 – The existing HVAC system remains as is.
5. New Family Contact Visit – Existing RH-6, SD's and RG's will be removed. New SD's, RG's and RH-6 will be installed.
6. Professional Contact – Existing exhaust system and diffusers will be removed. SA and RA system will be provided.
7. Jail Administration – Existing area is holding cells and intake. Existing EF-7 and EF-19 and associated duct will be removed. Cell supply ducts will be removed. New SA and RA systems will be provided. New DDC controls will be provided. New RH-6 to serve the area will be provided.
8. Video Visitation – New minisplit with ACCU on roof for video equipment closet. Existing SA and RA duct will be removed. New supply and return duct systems will be provided.
9. Public Waiting – Existing SA and RA ducts will be replaced.
10. Storage – Existing area has holding cells and intake. The existing SA and RA ducts and RH-4 will be removed. New RH-4 and SA and RA ducts to serve the area will be installed.
11. Electronic Home Detention – Existing area has holding cells. Existing SA and EA ducts and RH-5 will be removed. New RH-5 with new SA and RA duct will be provided.

Electrical

1. Demolition of existing electrical in remodeled areas.
2. New lighting in storage area.
3. New lighting, receptacles, telecom and fire alarm in Jail Administration Area.
4. New lighting, receptacles, telecom and fire alarm in Community Mental Health/Programs Area.
5. New lighting, receptacles, telecom and fire alarm in Electronic Home Detention Area.
6. New lighting, receptacles, telecom and fire alarm in Family and Professional Contact Visit Areas.
7. New lighting, receptacles, telecom and fire alarm in Video Visiting Area.
8. New lighting, receptacles, telecom and fire alarm in Expanded Lobby Area.
9. New lighting, receptacles, telecom and fire alarm in New Classroom.
10. New lighting, CATV and door control in the new Corridor to the new Addition.
11. Additional lighting in the Garage and electrical work to relocate the doors.

SATELLITE FACILITY – BUILDING SERVICES

Electrical

1. Install additional service entrance conductors in existing conduits.
2. Replace existing smoke detectors.



SATELLITE FACILITY – EAST ADDITION

Fire Protection

1. Extend automatic wet-pipe sprinkler system from existing sprinkler system riser provided for future addition.
 - a. Provide security type sprinklers for inmate areas.
 - b. Provide concealed type sprinkler for public / staff areas.
 - c. Provide dry-pipe sprinkler system in Sally Port.
2. Sprinkler system shall comply with NFPA-13.

Plumbing

1. Drain, waste and vent system shall be cast iron no-hub pipe and installed per Illinois Plumbing Code.
 - a. System shall connect to exterior sanitary.
2. Roof drainage shall include roof drains with interior downspouts of cast iron no-hub pipe. Roofing system will utilize scuppers for overflow system, similar to existing roof.
3. Domestic water pipe shall be copper type L tubing with fiberglass insulation.
 - a. Provide and install new domestic water service to serve new addition.
4. Provide new gas-fired domestic water heaters and hot water system including master thermostatic mixing valve and hot water return recirc pump to serve addition.
5. Provide plumbing fixtures as required for inmate pods, health care and program / training.
 - a. Water closet / lavatory combo security fixtures.
 - b. Water efficient fixtures; 1.6 gpf water closets, 0.5 gpm lav faucets.
 - c. Fixtures to be ADA compliant.

HVAC

1. New HVAC system for the East Addition will consist of a ground source heat pump (GSHP) located in the new Mechanical Rooms, supplying conditioned air to the cells or zones.
2. A new dedicated outside air system (DOAS) will provide the ventilation needs of the new zones and also provide the exhaust air requirements, except for the new isolation air systems. There will be one DOAS per Pod in the Mechanical Room.
3. The new Special Needs cell blocks will be treated like airborne infection isolation rooms in hospital. Each cell will have an ante room. The cell will be negative with respect to the ante room and ante rooms will have a negative air pressure with respect to the day room. The exhaust will go directly to outside and go through a HEPA filter on roof to a separate fan which will shoot the exhaust air above the air intakes.
4. Acute Needs cells will be similar to medical isolation cells.
5. Pod C will have eight zones with each zone having its own GSHP. Health care will be one zone. Program / Training will have its own GSHP.
6. Intake / Release / Property will have four zones with the Property Storage being exhausted.
7. The new sally port will have gas-fired unit heaters and infrared heaters.
8. The Pre Classification will have six zones and share its DOAS with Intake Area.
9. The Flex Pod will have eight zones, each with its own GSHP and its own DOAS.
10. The new GSHP system will have a system pump to circulate hydronic water to each heat pump and well field pumps



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to add water from the well field to raise the loop water temperature in winter and lower the loop water temperature in the summer.

11. A well field will be added southeast of the addition outside the limits of a further addition.

Electrical

1. Pole mounted LED lights for new driveway and parking.
2. Power and control for new security gate.
3. Interior lighting and lighting control.
4. Receptacles and receptacle control as required by Energy Code.
5. Telecom outlets and wiring.
6. Integrated security / door control / intercom / CCTV system as extension of building's new system.
7. Addressable fire alarm initiation, monitoring and notification devices connected to building's new fire alarm control panel.
8. Normal power panels and distribution extended from building's existing service.
9. Emergency power and distribution extended from new emergency generator and transfer switch.
10. CATV distribution.
11. Lightning protection.

SATELLITE FACILITY – KITCHEN MECHANICAL REPAIRS

Plumbing

1. Three compartment sink drainage and laundry drainage addressed in the Satellite Building 3 year maintenance repairs.

HVAC

1. Improve kitchen air circulation. (Note dishwasher exhaust supplied in the Satellite Building 3 year maintenance repairs.)

Electrical

1. Improve Power to new exhaust fan.



2-J. FACILITY EVALUATION – TECHNICAL ASSESSMENT (DOWNTOWN JAIL) – OPTION 2

BUILDING CODES

The existing occupancy is (and for three additional years will continue to be): Institutional

CODE ANALYSIS

See previous code analysis for existing downtown jail Option 1.

GENERAL

Under what is termed Option 2, after the continued three year period required for construction of new detention space at the Satellite facility, the downtown Urbana facility should then be evaluated for:

- Possible public sale of both land and building.
- Building and site utility demolitions that would allow the land to be sold independently.

The required use of prisoner detention spaces for three years, and then sale of the facility alters the recommendations of the designers for repairs and alterations to this thirty-four year old facility. While it is impossible to predict what future emergency repairs will be required during the three year construction period, the costs of some repairs at the downtown facility have been included. The following listing presents a thumbnail review of the anticipated architectural and mechanical repairs, alterations or Owner requirements involving the downtown Urbana facility, which are included in the Opinion of Probable Cost as part of Option 2:

Downtown-Option 2

- 3 year Repairs
 - Roof Patching
 - Facade repairs (minor)
 - Site wall & walk repairs
 - Inmate shower repairs
- Demolition of Downtown Facility
 - Building
 - Site paving
 - Utility Disconnection

The remainder of this section's text highlights the architectural items included in the above listing. An expected three year occupancy outlook has been assumed as a guide for determining these recommendations.

EXTERIOR ELEMENTS

- The efflorescence (white residue on brick walls), spalled brick faces, loosened caps, and crazing of the brick units which is apparent on most of the low walls around the facility are a result of the lack of maintenance to the stone caps, especially the joints between the pieces of the caps. In the case of the low walls these head joints cannot merely be properly sealed at this point, sections of the masonry walls will require removal and replacement.



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- A total roof replacement will not be required for the three year occupancy of this facility envisioned by Option 2, but roof repairs will be required to eliminate current leaks. An allowance for these repairs has been included in the cost opinion.
- The building does have horizontal movement joints located at two levels (between first and second floors and between second floor roof level and the roof parapet). All open joints will need to be resealed to prevent water infiltration.
- The joints between the sections of the cast stone sills below the windows should be ground out and resealed to prevent water infiltration.
- At the second floor's roof level, 75 SF of severely popped mortar in the vertical walls surface should be repointed immediately.

SITE CONSIDERATIONS

- Site signage is inadequate or obscured by overgrown plantings. Prune landscaping to expose signage faces.
- Some very limited sidewalk replacement, to eliminate tripping hazards, should be undertaken and costs have been included.
- Eight handrail concrete piers are crumbling, making the rails themselves unstable. These should be recast.
- Confirmation that there is a truly accessible route into the Sheriff's offices should be undertaken. The south entrance doors do not appear to have a level 5'x5' pad in front of either door.

INTERIOR ELEMENTS

Interior finishes of this facility have for the most part reached the end of their useful lives and require replacement or recoating; but with only limited work is required given the three year occupancy anticipated under Option 2:

- A number of inmate showers within the jail portion require repairs to the shower base, walls and overhead ceilings. These showers should be repaired to allow their continued use for the required three year construction period.

DEMOLITION OF DOWNTOWN FACILITY

In the event that the option of selling the existing building and property as a package to an outside entity proves unlikely, costs for demolition of the building itself (heavy duty construction assumed), site paving items, as well as an allowance for removal or safe termination of site utilities has been provided as part of the Opinion of Probable Cost, the event that the property alone is sold. An estimate for new fill required to infill the below grade portion of the existing facility has been provided to allow rough grading to proceed at the site, but no costs for final grading, seeding, or other site improvements are included.



2-K. FACILITY EVALUATION – TECHNICAL ASSESSMENT (SATELLITE JAIL) - OPTION 2

The code analysis for the satellite facility is unchanged from Part 1 of this report.

Refer to Section 2-I Facility Evaluation – Technical Assessment – Option 1 for all assessments and recommendations as they are unchanged.

This section will also include a Law Enforcement Addition to the facility.

SATELLITE FACILITY – LAW ENFORCEMENT ADDITION

Fire Protection

1. Extend automatic wet-pipe sprinkler system from existing sprinkler system riser provided for future addition.
 - a. Provide concealed type sprinkler for public / staff areas.
2. Sprinkler system shall comply with NFPA-13.

Plumbing

1. Drain, waste and vent system shall be cast iron no-hub pipe and installed per Illinois Plumbing Code.
 - a. System shall connect to exterior sanitary.
2. Roof drainage shall include roof drains with interior downspouts of cast iron no-hub pipe. Roofing system will utilize scuppers for overflow system, similar to existing roof.
3. Domestic water pipe shall be copper type L tubing with fiberglass insulation.
 - a. Provide and install new domestic water service to serve new addition.
4. Provide new gas-fired domestic water heaters and hot water system including master thermostatic mixing valve and hot water return recirc pump to serve addition.
5. Provide plumbing fixtures as required.
 - a. Water efficient fixtures; 1.6 gpf water closets, 0.5 gpm lav faucets.
 - b. 2.5 gpm showers.
 - c. Fixtures to be ADA compliant.

HVAC

1. The Law Enforcement Addition will have a Ground Source Heat Pump system which will have a well field, well field pump, hydronic loop system with pump and a Dedicated Outside Air System (DOAS).
2. The DOAS will take exhaust air from the space requiring exhaust and run it through a heat recovery wheel that tempers the outside air being fed into the DOAS. The DOAS will use loop water for its heat rejection / addition.
3. Each zone in the addition will have its own GSHP. Hydronic piping and pump will circulate loop water to GSHP. Well field pumps will introduce well water into the loop water.
4. Evidence Storage Rooms will have a dedicated exhaust air system.

Electrical

1. Pole mounted LED lights for new parking lot.
2. Interior lighting.



3. Receptacles and receptacle control as required by Energy Code.
4. Telecom outlets and wiring.
5. Security / door control system.
6. Addressable fire alarm initiation, monitoring and notification devices connected to building's new fire alarm control panel.
7. Normal power panels and distribution extended from building's existing service.
8. Emergency power and distribution extended from new emergency generator and transfer switch.
9. CATV distribution.
10. Lightning protection.

SATELLITE FACILITY – KITCHEN/LOCKER ROOM RENOVATION

Fire Protection

1. Relocate sprinklers and modify branch lines as required for renovated space.

Plumbing

1. Remove plumbing fixtures in their entirety, including trim, carriers, DWV pipe and water supplies in the following areas:
 - a. Men's and Women's Toilet Rooms – Three water closets, four lavs, two urinals and two showers and four floor drains.
2. Remove DWV piping and domestic water piping back to active mains and cap.
 - a. Abandon waste piping below floor and cap at nearest active main.

HVAC

1. Existing kitchen has been experiencing various heating and cooling issues. Additional supply air would help resolve the cooling issue. Additional exhaust would also improve the kitchen air quality.
2. To achieve those aims additional supply air duct would be installed along with additional exhaust air duct. This addition along with item S2.2 new exhaust should improve the air quality.
3. The kitchen dry good storage will be moved under Option 2 so the existing HVAC systems will be modified to move the freezer / cooler and the dry goods storage.

Electrical

1. New lighting in dry goods storage room.
2. Electrical work required to relocate freezer and refrigerator.
3. Demolition of existing electrical for dry goods storage room and freezer / refrigerator relocation.
4. New lighting in area vacated by freezer / refrigerator relocation.



2-L. CONSTRUCTION & PROJECT COST ESTIMATES & SCHEDULES

Utility Cost Estimates in 2015 Dollars

Option 1

\$67,969 / year - Utility cost for Downtown Facility if the Sheriff occupies 23,150 sf and 32,029 sf is storage.

\$239,666 / year – Utility cost for existing Satellite Jail of 54,965 sf with a 55,600 sf addition for Jail.

Option 1 Utility Cost: \$307,635 / year.

Option 2

\$268,835 / year – Utility cost for existing Satellite Jail of 54,965 sf with a 55,600 sf Jail Addition plus a 23,150 sf Sheriff's Addition.

Option 2 Utility Cost: \$268,835 / year (saves \$38,800 / year).

Notes:

1. Assumes new conventional VAV / reheat systems retrofit to the Downtown Facility
2. Assumes existing Satellite systems improved by the listed “three year” items:
 - a. Digital controls replace pneumatic.
 - b. Chillers replace the DX systems.
 - c. Water consumption is curtailed overall.
 - d. Hot water consumption is curtailed.
3. Assumes new Satellite Jail Addition is geothermal with energy recovery.
4. Assumes new Sheriff's Addition to Satellite is geothermal with energy recovery.
5. Note the “storage” area of the Downtown Facility skews the energy consumption numbers in Option 1.
6. Assumes the Downtown Facility is removed from the inventory in Option 2.



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OPINION OF PROBABLE COST

Champaign County Sheriffs Office Masterplanning
FINAL REPORT - 01/29/15

**CHAMPAIGN COUNTY JAIL & LAW ENFORCEMENT MASTER PLAN
PROJECT COST ESTIMATE**

CONSTRUCTION COSTS:	Option 1	Option 2
SATELLITE JAIL		
New Addition & Parking	\$19,419,400	\$19,419,400
Renovations*	\$1,675,412	\$1,781,596
Sub-total Jail Construction Costs	\$21,094,812	\$21,200,996
LAW ENFORCEMENT		
Renovation	\$4,117,845	
Temporary Relocation & Improvements**	\$1,607,000	
New Addition & Parking		\$6,180,950
TOTAL BASE CONSTRUCTION COST	\$26,819,657	\$27,381,946
ADDITIONAL PROJECT COSTS:		
<i>(Soil tests, site surveys, architectural-engineering fees, testing, furniture/fixtures/equipment, and so forth.)</i>	OPTION 1	OPTION 2
	\$3,478,400	\$3,419,200
TOTAL ADDITIONAL PROJECT COSTS	\$3,478,400	\$3,419,200
TOTAL BASE PROJECT COSTS	\$30,298,057	\$30,801,146
INFLATION - 2 years @ 3%/yr to 2017	\$1,845,152	\$1,875,790
TOTAL PROJECT COST WITH INFLATION	\$32,143,208	\$32,676,936
Cost Range***		
LOW Cost Estimate (-10%)	\$28,928,888	\$29,409,242
HIGH Cost Estimate (+15%)	\$36,964,690	\$37,578,476
3 YEAR MAINTENANCE REPAIRS		
Construction Costs - Downtown	\$52,313	
Construction Costs - Jail	\$2,426,504	
Additional Project Costs:	\$286,400	
TOTAL 3 YEAR MAINTENANCE REPAIR PROJECT COSTS	\$2,765,217	

* Pod A, Pod B, Admin/visiting/intake, building services areas for both Options; kitchen/locker for Option 2.

** Costs for temporary rental space can vary widely and must be determined at the time.

*** Costs depend upon market conditions at the time of bidding and can vary widely.

General Notes:

1. Costs have not been included for hazardous material abatement.
2. 3yr Maintenance costs for the Downtown Facility are intended to be minimal repairs and include patching leaks in existing roof system & rebuilding the existing backup generator.
3. 3yr Maintenance costs for the Satellite Facility include replacement of the existing roof system, crack repair & re-coating of exterior pre-cast wall panels and replacement of overhead doors on the sally port. HVAC repairs include work to lower energy consumption, improve comfort & reduce maintenance costs. Replacement of existing failing intercom/ interlocking security system is also included in this cost.
4. The Costs of financing the project are not included.

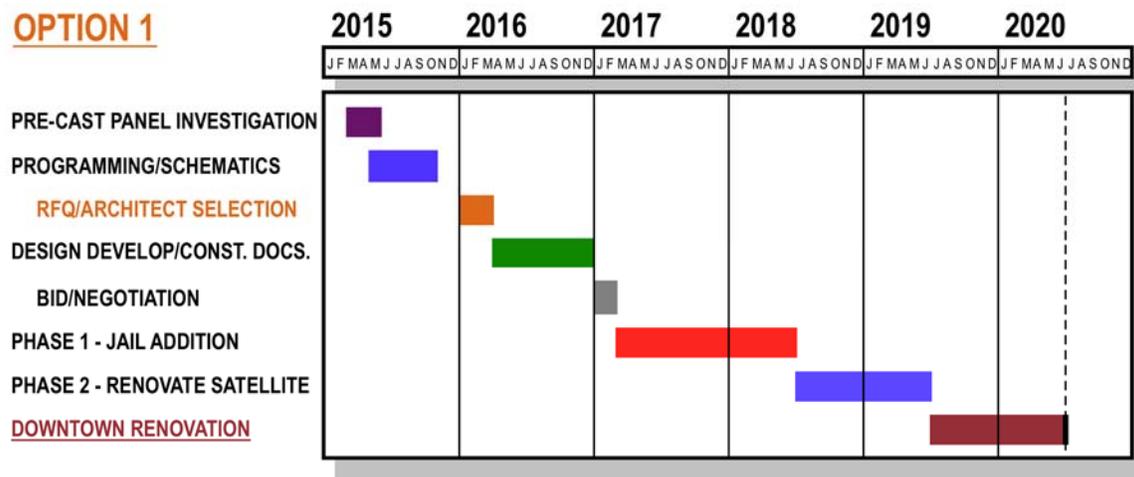


SCHEDULE

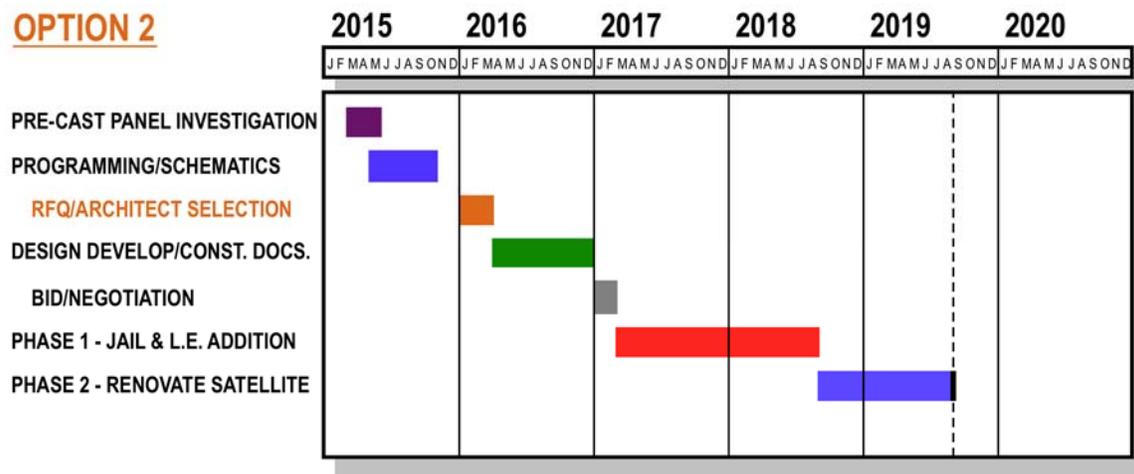
The following are the preliminary schedules for the development of Options 1 and 2. These schedules were used by the consultants to develop estimates of project cost in a way that anticipates price inflation over time.

On the following schedules, Option 1 would be complete by June 2020 whereas Option 2 would be complete 10 months earlier in August 2019.

OPTION 1



OPTION 2





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2-M. APPENDIX



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Satellite Building – Three Year Repairs

		Ongoing Cost	Repair Cost
1	Find out why domestic water pressure fluctuates and address it. Cost is primarily professional time to engage IL-AWC Technical Staff as this problem is thought to be a system problem as opposed to a building problem.	---	\$3,400
2	Analyze the domestic hot water system and address problems in the recirculation system. Cost is primarily professional time to find cross-connects with cold water.	---	\$5,600
3	Assuming the three-compartment sink in the kitchen remains in the same location in the future the drain problem should be fixed. Either cut in a bigger floor sink or direct-connect the sink (if a floor drain is close enough).	---	\$4,875
4	Continue to live with the aggravation of undersized plumbing chases.	Yes	---
5	Replace the security faucets with new ones that can't be jammed open to make hot water run non-stop. Install additional isolation valves as part of this effort.	---	\$65,000
6	Address the laundry drain issues to eliminate overflows when two washers operate.	---	\$6,000
7	Replace existing "self-closing" faucets on non-security lavatories with high quality faucets that don't need constant maintenance.	---	\$6,000
8	Continue to live with a single heating boiler per pod.	Yes	---
9	Upgrade heating in the Sally Port with larger gas-fired equipment.	---	\$23,000
10	Change out the constant volume / reheat boxes with variable air volume / reheat boxes (control retrofit is in another line item). Note this also addresses plugged reheat coils.	---	\$149,000
11	Upgrade air filtration levels from 30% (MERV-8) to 60% (MERV-11). This assumes the fans can accommodate an increase in static pressure.	---	\$3,900
12	Address flue gas ingestion into the fresh air intake of AHU-1.	---	\$5,000
13	Continue to operate without contagious disease isolation cells. Send inmates infected with contagious diseases to other facilities.	Yes	---
14	Continue to live with inadequate cell exhaust.	Yes	---
15	Continue to live with lack of heat recovery.	Yes	---
16	Replace the existing pneumatic temperature control system with a digital control system. This may qualify for incentive dollars from DCEO.	Yes	\$128,000
17	Replace the existing direct-expansion cooling equipment with chilled water equipment. This addresses the numerous compressor failures experienced in this facility and facilitates implementation of energy-conservation strategies. This may qualify for incentive dollars from DCEO.	Yes	\$444,000
18	Continue kitchen operations with no improvements in air circulation.	Yes	---
19	Add a dedicated dishwasher exhaust system with stainless steel ductwork in the kitchen.	---	\$9,500



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20	Replace the discontinued fire alarm system control panel with a new panel that is supported by the manufacturer.	---	\$9,000
21	Continue to live with the existing security / lock system.	Yes	---
22	Continue to live with the existing camera system.	Yes	---
23	Replace existing intercom and lock control system with new integrated PLC based system with intercom, door control, CCTV and provisions for receptacle control, phone control and house lighting control.	---	\$674,000



Downtown Building – 3 Year Maintenance Repairs

		Ongoing Cost	Repair Cost
1	Live with partially sprinkled building.	---	---
2	Replace check valve on cold water feed to domestic hot water system.	---	\$650
3	Install a fine mesh strainer with blowdown on feed to domestic hot water system.	---	\$1,700
4	Retain existing domestic hot water recirc pump. Repair pipe leaks as they develop.	Yes	---
5	Continue having to shut down entire areas or multiple plumbing fixtures for maintenance due to lack of isolation valves.	Yes	---
6	Continue to not comply ADA.	---	---
7	Continue to operate without roof drain overflows. Closely monitor existing roof drains.	Yes	---
8	Continue use of the two heating boilers. Maintain them and keep them in fully operable condition.	Yes	---
9	Replace the damaged boiler stack to safely vent products of combustion to exterior.	---	\$4,400
10	Repair existing air handling units as required by equipment failures. Do not replace any such equipment.	Yes	---
11	Keep filters in place in the air handling units to minimize further dirt build-up in the ductwork.	Yes	---
12	Send inmates infected with contagious diseases to other facilities.	Yes	---
13	Make do with insufficient and ineffective evidence storage conditions. Keep the mechanical systems running as well as possible. Consider renting secure, climate-controlled space.	Yes	---
14	Repair pneumatic temperature controls as they fail. Attempt to maintain comfort conditions with what's currently in place.	Yes	---
15	Overhaul the existing engine / generator. Rent a trailer-mounted unit while overhaul is in progress.	---	\$17,000
16	Manage loads on the generator to avoid overloading it.	Yes	---
17	Retain inefficient lighting fixtures and controls. Hope that replacement lamps continue to be available.	Yes	---
18	Continue to operate and maintain the zone-type fire alarm system.	Yes	---
19	Try to keep remote release locks viable. Retrofit new locks as the original ones fail.	Yes	---
20	Try to extend the life of the security system. Replace contact switches as they fail.	Yes	---
21	Live with the existing video observation cameras. Replace the remaining black and white cameras as they fail.	Yes	---

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December 18, 2014

Mr. Charles Reifsteck
Gorski-Reifsteck
909 Arrow
Champaign, Illinois 61821

RE: Appraisal of 204 E. Main Street, Urbana, Illinois 61801

Dear Mr. Reifsteck:

Per your request, I have personally inspected the above referenced property which is also known as the Champaign County Sheriff's Office and Correctional Facility. This report is intended for use by the Client, Charles Reifsteck, for planning purposes. Use of this report by members of the Champaign County Board is intended by the appraiser. The Client has requested an opinion of the Market Value of the Fee Simple Estate of the subject real property. An exterior and interior examination of the subject was made on December 18, 2014, which is the effective date of the opinion of value.

This transmittal letter is followed by the appraisal report further describing the subject property and containing the reasoning and pertinent data leading to the opinion of value. Also attached are the Certification of the appraisal, Limiting Conditions, Photographs, and other addenda that are considered relevant to the appraisal. This letter and all attachments are integral parts of the appraisal report, and the entire document must be considered as a whole.

The property was appraised based on fee simple ownership and unencumbered, subject to the contingent and limiting conditions outlined herein.

December 18, 2014
Gorkski-Reifseck

Appraisal of 204 E. Main Street, Urbana, Illinois 61801

It is my opinion that the Market Value of the Fee Simple Estate of the subject real property, as of December 18, 2014, was:

ONE MILLION FOUR HUNDRED FORTY THOUSAND (\$1,440,000) DOLLARS

Further, it is my opinion that the Market Value of the Fee Simple Estate of the property, based upon its present use and as improved, as of December 18, 2014 was:

One Million One Hundred Fifty Thousand (\$1,150,000) Dollars

Respectfully submitted,

James H. Webster, MAI, SRA
Illinois Certified General
Real Estate Appraiser # 553.000270

F:\14-02466



MID-POINT PROGRESS UPDATE POWERPOINT

Below is the PowerPoint presentation that the consultants gave to the County Board on October 23, 2014 at the midpoint of the project planning process.

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CHAMPAIGN COUNTY, IL

Sheriff's Operations Master Planning
Mid-Point Project Update – 10/23/14

Gorski Reifsteck Architects, Champaign
Kimme & Associates, Champaign
Allied Correctional Services, Lakewood, CO
GHR Engineers, Champaign
Engineering Resource Associates, Champaign

Gorski Reifsteck Architects

2

Mid-Point Progress Update

- Completed Tasks A-C of 6-step workplan.
 - A.) Project kick-off,
 - B.) data analysis,
 - C.) facilities evaluation.
- Task D (next): options and cost estimates.
- To be answered tonight:
 - Should downtown jail and law enforcement options continue to be under consideration?
 - Affects extent of current contract (work and cost).

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Jail Population

- Averaged **193** in January, **246** in July.
- The jail population varies widely:
 - In 2013, 221 average, peak of 267 (+21%)
 - Females as low as 11, high as 31 (see chart).
 - Males as low as 146, high as 241.
- Housing plans requested in RFP must accommodate these variations within context of new inmate classification system.

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20-day Classification Data Snapshot from April-June 2014

- 28% Maximum custody by charge.
 - 1st degree or Class X felony.
 - Carry sentence of 20 years or more.

37% in ILPP study were maximum (page App 59)

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20-day Classification Data Snapshot

- 73.8% had pending Felony charge.
 - Another 1.7% were convicted of felonies, awaiting transfer to IL. Dept. of Corrections.

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20-day Classification Data Snapshot

- 2.3% Pending Traffic
- 11% sentenced to Jail.
- 9% assigned special housing status.
 - Medical/mental health status.
 - Also, admin. seg. & protective custody.
- Average number of prior arrests per inmate = 11.1

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Capabilities and Beds



- Many classifications need single occupancy detention rooms & single level housing.
 - ◆ Most medical/mental, disciplinary, prot. custody.
- *But...* our Jails are almost all double occupancy or dorm, & double-tier (see pic above).
- Plus, no existing cellblock is convertible to satisfy special needs. New needed.
- Per classification system bed capability is 236.
 - ◆ Otherwise, capacity considered to be 313 beds.

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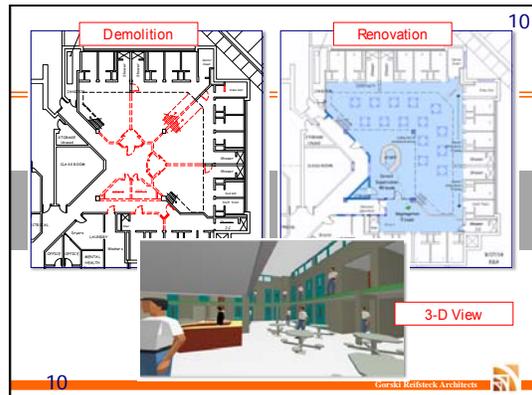


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Downtown Facility Evaluation – Jail Function & Operation

- Concur with major findings of NIC and ILPP, especially on special needs.
 - ◆ Health, safety and welfare of inmates, staff and service providers are at stake.
 - ◆ If jail remains as is, it should be abandoned ASAP.
 - ◆ County is right to seek timely long-term solutions.
- But, “deplorable” conditions can be remedied.
- Housing pods can be gutted and re-built to remedy serious surveillance shortcomings.
 - ◆ As minimum-medium male housing (90+ beds).

9

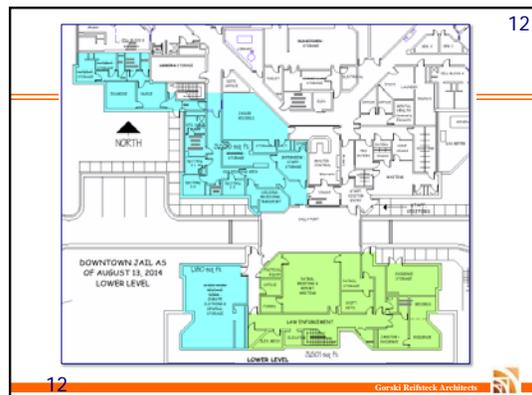


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Downtown Facility Evaluation – Sheriff’s Function & Operation

- Evidence and records are in multiple locations and are short of needed space.
 - ◆ Security of evidence a major concern.
- Training, locker and patrol space needed.
- If jail re-designed *might* be enough space in jail to re-assign to meet long-term needs (Task D to determine).
 - ◆ No expansion after that.

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Downtown Facility Evaluation – Jail Staff Efficiency 13

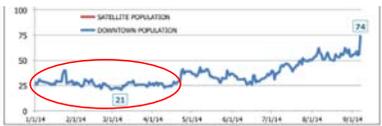
- If Downtown Jail stays as is, it's too inefficient to keep, safety/security too hard to insure.
- If renovated, staff efficiency OK.
 - ◆ However, extra staff still needed to move inmates to exercise and supervise them.
 - ◆ Modern housing pods more efficiently integrate exercise and other functions into pod to reduce extra staff.

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Downtown Jail Role 14



- Past Data suggests it is overflow facility.
 - ◆ Classification system has changed that some.
- ADP averaged only 27.5 from Jan-April 2014.
 - ◆ Highly staff inefficient then.



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Downtown Facility Evaluation – Staff Efficiency of Combined Jail 15

- Combined jail would save staff an estimated 5.3 to 10.6 FTE.
 - ◆ Task D will provide more accuracy.
 - ◆ Some savings should be used to make up for staff shortages that exist.
- At 2.5% annual inflation, 20 year life cycle savings on staffing salaries & fringes =
 - ◆ **\$7.25 million to \$14.5 million.**
 - ◆ \$8.4 million to \$16.8 million at 4.0% inflation

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Fixing the Downtown Jail & Sheriff's Facility 16

- Must be closed for one year.
- Inmates not absorbed at Satellite must be housed elsewhere.
 - ◆ Kankakee Co. has enough beds at \$70/day.
- If 45 ADP must be sent out (4 year average):
 - ◆ \$1.15 million in per diems, excluding trans costs.
 - ◆ Challenges for courts, service providers, families, attys.
- 16,000 sf in rental space needed for Sheriff.
 - ◆ \$160,000/year at \$10/sf/year (example).
 - ◆ Plus costs of two moves.

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Qualitative Benefits of Combined Jail Facility 17

- All special needs inmates in one location.
- Consolidation of services & programs.
- Simplicity for public & outside service providers.
- More flexibility in staff use.
- More efficient management & staff training.
- Elimination of inmate and food transports.
- Simplified facility maintenance.
- Better, more efficient replacement housing.

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MEP Observations 18

- HVAC needs replacement; meet energy code.
- Obsolete or failing systems/equipment:
 - ◆ Electrical system/lighting.
 - ◆ Temperature control.
 - ◆ Emergency power generation.
 - ◆ Security systems & hardware.
- Other deficiencies:
 - ◆ Portions of facility not sprinklered.
 - ◆ Security-type plumbing fixtures obsolete.
 - ◆ Lacks environmentally controlled evidence storage.

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Architectural Observations

- Building Envelope:
 - ◆ Roofing replacement.
 - ◆ Masonry wall repair.
 - ◆ Window/door replacement.
- Interior:
 - ◆ Sprinklers needed.
 - ◆ New ceilings required for HVAC upgrade.
 - ◆ Replacement of Finishes.
 - ◆ Door hardware upgrade (ADA).

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Cons if Downtown Abandoned

- Need to do something with facility & site.
 - ◆ Sell?
 - ◆ Re-use for county space?
- Lose jail & law enforcement site near courthouse.
- Lose some value in having separate low security downtown jail facility as reward for good behavior.

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CHAMPAIGN COUNTY, IL

*Sheriff's Operations Master Planning
Mid-Point Project Update – 10/23/14*



QUESTIONS?

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